

PN-ABR-598

15/1/2022



KENYA EXPORT DEVELOPMENT SUPPORT

**INSTITUTIONAL NEEDS ASSESSMENT
FOR KEDS-ASSISTED ASSOCIATIONS:**

HCDA, FPEAK and KAM

**Development Alternatives, Inc.
USAID Contract No. 623-0249-C-00-2021-00
KEDS Project P.O. Box 40312 Nairobi, Kenya**

**INSTITUTIONAL NEEDS ASSESSMENT
FOR KEDS-ASSISTED ASSOCIATIONS:
HCDA, FPEAK and KAM**

Claire E. Starkey

September 1992

This publication was prepared by the KEDS Project, which is the USAID-funded Kenya Export Development Support Project. Technical assistance is provided by Development Alternatives, Inc. in association with subcontractors The Services Group, Deloitte Haskins + Sells Nairobi, and Fintrac, Inc. The services of Ms. Starkey were provided by Fintrac, Inc.

TABLE OF CONTENTS

Introduction & Summary	1
Section I: Horticultural Crops Development Authority	
Background	3
Management and Technical Resources	4
Member Comments	5
Recommended Short-Term and Intermediate Activities	6
Long-Term Project Outlook	9
Section II: Fresh Produce Exporters Association of Kenya	
Background	10
Management and Technical Resources	11
Member Comments	12
Recommended Short-Term and Intermediate Activities	12
Long-Term Project Outlook	16
Section III: Kenya Association of Manufacturers	
Background	17
Management and Technical Resources	18
Member Comments	20
Recommended Short-Term and Intermediate Activities	20
Long-Term Project Outlook	23
Section IV: Activities Timeline	24
Section V: Conclusion	26
Annex A: Activity Cost Estimates	27
Annex B: Equipment and Subscription Order Information	34
Annex C: Trade Show System	41
Annex D: Organizational Charts	43
Annex E: Association Questionnaire	45
Annex F: Interview List	46

INTRODUCTION & SUMMARY

A. Introduction

The **objective** of this study is to assess the management capabilities and technical resources of the three key business associations to be assisted by the KEDS project (HCDA, FPEAK and KAM) in order to identify the types and levels of training and technical assistance needed to improve their capabilities to deliver member services related to government and business representation, market information and export promotion.

Each institution in the report is analyzed separately with information provided on background in relation to other Kenyan institutions and donor agency projects, management and resource capabilities, and representative member comments. Detailed recommendations for KEDS activities over the next 18 months are also included, as is a longer-term outlook, and timeline. In addition to this study report, an export promotion presentation was given at HCDA featuring other successful developing countries' brochures and newsletters.

The **methodology** utilized for assessment involved in-depth interviews and follow-on debriefings with the directors and professional staff of each association, as well as discussions with a cross-section of association members (see Annex F). Action recommendations were cleared with each association. Other tools included a review of all available association publications and promotional literature, and reference to the "Export Training Directory" compiled last month by KEDS home office staff.

B. Summary

The **management** and professional staff of each association was frank and on-target about association weaknesses, and detailed in training needs identification. All staff interviewed were articulate, energetic, and expressed what appeared to be a genuine desire to increase responsiveness to member requests, and learn new technologies from computer skills to improved export promotion techniques.

For all their differences of sectors and services, staffing and goals, the **similarity** among the associations' needs was striking. Each is lacking in: a) office equipment; b) computer literate management staff; c) technical, promotional and export market information; d) any system for coordinating member participation in overseas trade shows or special events; and e) effective association outreach programs such as a regular series of technical seminars managed by in-house staff for member participation (as opposed to sporadic, donor agency coordinated workshops). Each association is also anxious to increase staff and member technical training in export market development, competitive pricing strategies, improved production techniques and quality product development.

Differences are most marked in areas of established operations - FPEAK reflects the needs of a private horticultural association in a preliminary start-up phase, while HCDA as a horticultural parastatal is tasked with enormous responsibility ranging from field extension to export licensing; KAM as the oldest of the three and the only one representing the manufacturing sector is also currently the most capable in processing individual member requests.

These obvious differences naturally require modified **approaches** for each association in terms of the TA delivery and activities planned under KEDS -- and yet there is a strong and unifying need for the introduction of both computerized and manual **in-house systems** to handle market information, export promotion, publications, and seminar management. Once association staff is thoroughly familiar and comfortable with a systematic approach to the delivery of membership services, multiplying and integrating them become much easier tasks. **Improved information retrieval and dissemination**, for example, can directly impact on the effectiveness of a lobbying campaign and immediately upgrade member inquiry response rates.

In order to ensure that all in-house training has practical applicability and **sustainability**, for each area where a "system" is introduced (i.e. desktop publishing, research coordination, trade show preparation), a **tangible** output will be produced as part of the package -- a crop manual, a newsletter issue, an actual overseas exhibit with promotional material.

SECTION I
HORTICULTURAL CROPS DEVELOPMENT AUTHORITY (HCDA)

Established in 1967, HCDA is a parastatal tasked with technical extension support to farmers, export statistics compilation, market information dissemination and the licensing of horticultural exporters. HCDA has 138 staff, 13 board members drawn from both the private and public sectors, and derives its budget from a 12 cent cess charged per export kilo. It is a division of the Ministry of Agriculture.

A. Background

1. Collaboration with Other Kenyan Agencies/Ministries

As a division of the Ministry of Agriculture, HCDA is integrated into the overall government network (though it prepares and manages its own budget). It is tasked with coordinating extension efforts with the Horticultural Crops Department, though a lack of vehicles and other resources in the latter makes this less than fully operational. Beyond the ministry, HCDA works occasionally with KETA (the Kenyan External Trade Agency) in organizing trade show participation (most recently to the Dutch flower show, Floriade). It also maintains a close relationship with the Fresh Produce Exporters Association of Kenya (FPEAK), with HCDA's Managing Director sitting on the FPEAK board. (HCDA actually funds FPEAK on a monthly basis through a one cent per kilo charge remanded from the 12 cent export cess.)

2. Donor Agency Assistance

After receiving several training and research grants in the seventies, HCDA donor agency assistance in recent years has been limited to a needs assessment and TA with emphasis on financial management (Price Waterhouse for USAID, 1989); a British Overseas Development Administration grant to the National Resources Institute (1990-92) for organizing technical seminars; and an on-going GTZ grant to provide production TA to farmers. The FAO Investment Centre recommended institution-strengthening support similar in scope to KEDS in a project formulation paper prepared earlier this year, but no follow-on funding has been provided as of this date. (We did discuss potential overlap with the FAO however, should funding be made available, and the necessity of close coordination to avoid duplication of effort.)

It has also come to our attention that a previous assessment of both HCDA and FPEAK in terms of membership services was undertaken by USAID (as a precursor to KEDS) in 1990, though apparently recommendations put forth then do not conflict with the outputs of

this study, and are not being implemented in any other USAID project. (Refer to "Analysis of Agribusiness Firm-Level Assistance for the Kenyan Horticultural Industry" by John Van Sickle, DPRA Inc., October 1990.)

B. Management and Technical Resources

1. Organization

HCDA's organizational chart is included in Annex D. In summary, there are seven departments: nurseries (inspections); commercial (quality control, trade supervision); accounting; marketing (statistics); technical services (extension); project support and appraisal (planning officers, horticulturalists); and administration/public relations (publications). The board is appointed bi-annually.

2. Responsibilities

HCDA is tasked with an enormous amount of responsibility including extension to farmers in postharvest handling and marketing; the compilation and analysis of export statistics; the compilation and dissemination of domestic and export market information; and the licensing of horticultural exporters. Not surprisingly, these are not all carried out with equal success. Extension is good but not able to meet demand; export statistics are excellent but several months behind; market information is lacking across the board; and licensing is fairly indiscriminate, with easy criteria applied loosely thereby contributing to the relatively unchecked entry of inexperienced exporters into the overseas marketplace.

3. Capabilities

a. Staff

The training, program, marketing and public relations managers interviewed were all focused, articulate and technically knowledgeable. They were fully aware of support service weaknesses due to a lack of access to adequate postharvest and market information.

On-going staff training is sporadic, and usually tied directly to donor agency funding which has allowed for occasional participation in overseas horticultural courses. Level of professional staff training prior to joining HCDA is varied and ranges from technical certificates to postgraduate degrees.

b. Equipment

Computer capabilities are limited to one currently dysfunctional IBM PS-2 Model 80 with an Epson FX1050 printer. (Statistical compilation is being done manually until the computer can be repaired or replaced, ditto accounts. Cost of repair equals purchase.) Software is adequate, includes LOTUS 123, DBASE, WordPerfect 5.1, and custom financial and

accounting packages. There is no graphics program, but the computer has never been used for anything akin to desktop publishing purposes.

HCDA has one fax machine (in the Managing Director's office), a telex, several telephone lines, and adequate typewriters. It does not have a slide projector or any other audio visual equipment.

c. Market and Technical Information

Market information capabilities are seriously limited. The only hand-out material currently available is a poorly presented brochure on licensing requirements and an exporters' directory. Subscriptions are limited to COLEACP and ITC Market News Service with price dissemination consisting of telex print-outs posted on public bulletin boards at HCDA headquarters and the airport office. There is no system for researching inquiries; responses are apparently limited to information on-hand (but not filed/catalogued or computerized). Technical information is disseminated to farmers and exporters through seminars and extension training but is not published for the most part.

d. Promotional Material

Other than the aforementioned licensing brochure, there is no leaflet on HCDA. A quarterly newsletter which served as both a promotional and technical vehicle was discontinued after two issues in 1988 due to lack of funds.

C. Member Comments

A cross-section of exporters covering a wide range of fruits, vegetables and cut flowers, was asked about the services of HCDA. While the majority expressed a reasonable amount of satisfaction with the agency's performance in the past, most felt it had grown to an unwieldy size, was currently tasked with too many responsibilities, and could do with a "revitalization." Continuation and expansion of statistical analysis was deemed most useful, and more technical production, postharvest and export market information dissemination was requested.

Definitely more positive comments than otherwise were put forward by the members. Strong support was voiced for TA and funding to improve market information and other membership services.

Another interesting point made was that while HCDA may lack dynamism at the moment, it is nonetheless way beyond the majority of other parastatals in its effectiveness. (Two possible reasons were put forth for this: HCDA's budget management responsibility and/or the permanence of senior managers.)

D. Recommended Short-Term and Intermediate Activities

1. Procurement/Computer Training

- a. Procure four computers; a laser printer; a slide projector; one hundred magazine boxes; one magazine rack; and ten bookshelves.**

The rationale for utilizing KEDS procurement funds to purchase four rather than one computer terminal is simple; we are recommending that HCDA improve its in-house capabilities to gather and disseminate information. The best and most effective way to do that is through computerization. There are four HCDA managers tasked with coordinating KEDS activities with the long-term TA team. Each one must have a terminal in order to function adequately, though one good printer should be adequate (in addition to the one which HCDA has been using and should continue to use for statistics).

- b. Subscribe to a range of technical and marketing services and periodicals.**

These should be AGRICOLA on CD-ROM; PRONET in weekly fax format; Horticultural Products Review, Eurofruit, the Fresh Produce Journal, Gourmet Retailer, International Floriculture and Tropical Produce Marketing News in periodical form. (Refer to Annex B for content descriptions and order information. Note that CDROM is recommended over on-line service because its more cost-effective, and fax is recommended over telex because its easier to read and copy.)

- c. Provide computer training to marketing, program, training and public relations managers.**

Computer training will entail tailored introductory and intermediate courses provided in-town (arranged by Deloitte, Haskins & Sells) to the four HCDA managers, the FPEAK executive officer, and the four KAM executive officers. Training should include in-depth exposure to Wordperfect 5.1 and LOTUS 123 because subsequent market information training and outputs (i.e. newsletter, crop manual, promotional material) will be enhanced with word processing and spreadsheet capabilities.

2. Publications/MkIS

- a. Publish a postharvest crop manual.**

The manual will cover 15 - 20 crops, include grades and standards information of major export markets in a visual orientation (color photographs, graphics), and be widely disseminated to farmers and exporters. The first step in the research process will necessitate an HCDA staff person undertaking a desktop review of previous or current production and postharvest publications and research efforts to avoid any duplicative efforts, and to encourage collaboration wherever feasible (the FAO and KARI have recently published numerous

crop profiles under the auspices of another on-going project for example, and GTZ put out a comprehensive production book several years back). The final 15 - 20 crops will be determined by the combined results/recommendations of the Harris and Jones studies commissioned by KEDS, but initial suggestions made by HCDA include: carnations, roses, tube roses, avocados, mangoes, passionfruit, tamarillos, pineapple, strawberries, melons, green beans, mangetout, snowpeas and select Asian vegetables. A postharvest physiologist will be brought on to complete the manual with the assistance of HCDA staff. Again, it cannot be stressed enough that the purpose of KEDS assistance to the associations is the improvement of in-house capabilities to provide membership services. The goal of the crop manual exercise therefore is twofold: one, it provides needed technical information and guidance to HCDA members; and two, it ensures that a research and publication capacity is built up within HCDA.

b. Establish a Resource Centre and train an HCDA staff person to maintain it on a part-time basis.

A simple system for cataloguing reports, subscriptions, other research material will be introduced. The Managing Director has indicated that there is space available for a resource center. He is willing to assign a staff person to be trained in its maintenance. Part-time hours are adequate and will be announced in-house as well as to the members and university students encouraged to utilize the Resource Center.

c. Provide market information management training to marketing, program, training, and public relations managers.

On-site training in market information management and presentation will be provided, with HCDA managers exposed to formatting newsletters, correspondence, promotional materials, etc. The earlier computer training will therefore be put to effective use, and fax/periodical/CDROM subscriptions will be utilized to provide content.

d. Re-establish the quarterly newsletter.

Provide initial technical assistance and funding to reestablish the publication of a quarterly newsletter with information contained on relevant applied research results; export statistics; company updates; and export market opportunities and competition. The newsletter needs to be more cost-effective than previous attempts and should be input on new computers. "Tropical Produce Marketing News" provides an appropriate sample format. The short-term market information specialist recruited for training purposes will assist in formatting the first newsletter, and assist with a table of contents and the initial research. The long-term KEDS team will be responsible for assisting with the completion and publication of the first newsletter and with providing assistance on an as-needed basis for subsequent issues. The newsletter should be mailed to all member exporters and distributed to all HCDA staff.

3. Trade Show Attendance

- a. Co-sponsor with FPEAK the Kenyan exhibit at the Anuga Trade Show in October of 1993.**

KEDS will provide training and assistance with the preparation, participation and follow-up to a trade show held in conjunction with FPEAK. Recommended is the bi-annual Anuga Trade Show in Cologne, Germany -- the largest fresh and processed horticultural show in Europe. A seven step system will be established for trade show coordination (referenced in Annex C), which can then be duplicated for the mounting of subsequent trade shows encompassing a larger selection on a more frequent basis. We recommend the U.S. Produce Marketing Association Trade Show in October of 1994 because it covers both produce and cut flowers, and would suggest attending two other shows in 1994, one specifically focused on floriculture, the other on produce in the U.K. Funding is of course limited (see Annex A for illustrative exhibit costs) and so the importance of maximizing exposure cannot be overstressed.

- For this reason, ANUGA is a good first choice (even though it is centered on the European marketplace which is not a KEDS priority) because of its size, reputation, bi-annual date and the fact that Kenya has participated in past years (under the auspices of KETA and the EC.) A medium-sized exhibit, good promotional material, a wide-range of high quality samples, and a well-briefed private sector delegation supported by operational HCDA and FPEAK personnel will showcase Kenya at a critical time in the fast-changing horticultural industry.

4. Association Outreach

- a. Initiate regular meetings with HCDA managers.**

A KEDS representative should meet monthly with HCDA managers to discuss and give guidance to on-going project activities.

- b. Sponsor two postharvest handling seminars.**

KEDS will assist in the design and implementation of technical seminars sponsored by HCDA for attendance by HCDA staff, farmers and exporters. Preparation will include development of technical hand-outs such as market assessments and crop profiles. Chief presenters will be short-term technical specialists recruited by KEDS for direct firm-level and other types of project assistance (postharvest assessments, packaging interventions, etc.). Initial seminar topics suggested by HCDA are: the production and postharvest handling of carnations and roses; the production and postharvest handling of Asian vegetables; temperature management; pesticide and residue management; sea transportation of passionfruit, mangos and avocados. Again, establishment of a system for coordinating technical seminars will be the first priority, and from there an entire series can evolve. It is essential for the purposes of improving in-house capabilities that as much as possible of the computer, market information retrieval, participant

phone and fax confirmation preparation and follow-up work involved in the first two seminars be completed on-site at HCDA headquarters. Seminar topics will be confirmed following the Harris and Jones reports (November).

E. Longer-Term Project Outlook

As the KEDS team completes short-term and intermediate activities with association counterparts, issues of strategic development and management efficiency can be addressed with a finer understanding of operations, personalities, and realities. A closer examination of HCDA responsibilities and staffing at that time would be most appropriate. One topic which could be studied for its feasibility, for example, is moving the responsibility for export market information analysis and dissemination under the auspices of FPEAK.

It is anticipated that a strengthened FPEAK could relieve a portion of the burden currently heaped on HCDA. They could additionally provide a voluntary course on export marketing to new exporters, issuing a certificate of completion that would be taken into consideration by HCDA when issuing licenses. This could mitigate the relatively unchecked entry problem of briefcase exporters currently plaguing the Kenyan export reputation.

SECTION II
THE FRESH PRODUCE EXPORTERS' ASSOCIATION (FPEAK)

Established originally in 1975, FPEAK is a private exporters' association whose primary objective is the collective representation of the fresh produce and floral industry in all matters related to potential government legislation and intervention. FPEAK is currently funded by HCDA through a monthly allotment of the cess collected on exported horticultural products by kilo. A formal secretariat was established for the first time earlier this year and consists of one part-time executive officer and six elected board members.

A. Background

1. Collaboration with Other Kenyan Agencies/Associations

FPEAK is integrally related to HCDA through the funding mechanism currently established in which 1 cent of the cess on every horticultural kilo exported is remitted to FPEAK for its operations. There is confusion over this arrangement however, partially exacerbated by a letter sent to exporters recently by the Deputy Managing Director of HCDA urging exporters to join FPEAK (membership is considered automatic by the FPEAK Board since every exporter is required to pay the cess), and quoting a 50% allocation of total cess to FPEAK. In reality, last years' total fees were less than the sum of one cent on all exported kilos (a discrepancy causing still more confusion among the FPEAK board). The only clear agreement is that the current total funding is not adequate.

2. Donor Agency Assistance

Assistance is limited to KEDS at the moment, though the FAO Investment Centre project design which encompassed training for HCDA also recommended TA for FPEAK. No details were provided in terms of implementation however, and progress appears stalled.

Prior to KEDS start-up, USAID and the International Executive Service Corps (IESC) agreed to field an association specialist for two months so that immediate expertise would be available to FPEAK for assistance with association strengthening. The specialist identified was not available during the identified window of opportunity however, and the second specialist recruited was more of a horticulturalist than an association expert. Now that short and intermediate activities have been identified by KEDS, the scope of work for an IESC consultant would be more specific -- but assistance in implementation and training would still be most helpful.

Priority number one in terms of recruitment however should be association experience over all else.

B. Management and Technical Resources

1. Organization

FPEAK, ostensibly established as a lobbying organization in 1975, in actuality, has had only brief periods of activity since then, always brought on by the introduction of new legislation or cumbersome regulations. One reincarnation was brought on in 1988 by the threat of new phytosanitary regulations which exporters managed to squelch with the strength of their collective voice -- introduced under the banner of FPEAK.

It was only in January of 1992 that one (part-time) staff member was brought on however, and six board members were elected at an annual general meeting (attended by 30 of an estimated 200 exporters).

As an organization, FPEAK is in its infancy.

2. Responsibilities

FPEAK lacks a concrete set of objectives beyond a broad lobbying function. Similar associations in the United States for example (albeit much larger, but having the same type of membership) strive to provide solutions to marketing problems; identify and respond to industry and market trends; create environments to improve product quality; educate members through programs, meetings, publications; provide a dynamic forum for membership exchange; undertake market research and publish market statistics -- all in addition to influencing government regulations affecting fresh produce and floriculture. FPEAK activities since January 1992 have consisted of a) office location; b) sporadic correspondence to government and members regarding issues affecting the horticultural industry and c) one poorly attended luncheon, intended as a launch to a monthly series.

3. Capabilities

a. Staff

In addition to being part-time, the current executive officer appears to have no decision-making authority -- i.e. all letters are authored by the Chairman, the terms of reference for an IESC volunteer were signed by the Chair and Vice Chair, the luncheon guest and agenda was planned by the Chairman. Given the fact that the Chairman, Vice Chairman, and other elected board members all have full-time jobs and other commitments, the lack of easy accessibility to a person with the authority of a managing director is noticeable.

b. Equipment

Two offices, two desks, a conference table, and three telephone lines are the sum total of FPEAK's current assets. Monthly fees provided by HCDA barely cover the part-time executive officer and office rental. There is no fax machine, no computer, no typewriter, no copier, no book shelves, no magazine racks. There is not even an FPEAK sign in the lobby or on the office door.

c. Market and Technical Information

A monthly newsletter series was established in July and broadcasts meetings, trade show reports, and technical assistance project announcements to the membership (ostensibly all exporters listed in the HCDA 1992 Directory).

d. Promotional Material

There is no stationary or business cards with the current address and phone numbers and no FPEAK brochure.

C. Member Comments

Of the exporters polled, there was unanimous agreement (seconded by HCDA) that FPEAK plays an essential lobbying role with the government on behalf of the private sector for needed changes to the horticultural export and investment infrastructure and policy/regulatory climate in Kenya. Beyond agreement over its primary objective for existing, no proper assessments could be undertaken however since activities have been so minimal. Most exporters had no objection to the association becoming primarily responsible for market information and export market training and saw future complementarity with stream-lined HCDA functions. However, there was an odd perception that the association had a life of its own, and that they themselves were not responsible for collectively breathing life into it.

D. Recommended Short-Term and Intermediate Activities

The challenge for the KEDS project is to provide much needed institutional strengthening to FPEAK without stepping ahead of the commitment of the member founders-constituency, because for viable sustainability, FPEAK must be member financed and led. This poses a problem of delicate proportions because the lack of long-reaching objectives, adequate staff, formal activities and an appropriate budget converge to make a certain amount of direction and consensus-building a necessity.

1. Procurement/Computer Training

- a. Procure one computer; Wordperfect 5.1 and Lotus; one laser printer; one typewriter; one fax machine; one copier; one bookcase; fifty**

magazine boxes; one magazine wall rack; and one answering machine.

b. Subscribe to a range of technical and marketing associations, services and periodicals.

Association membership should be taken in both the United Fresh Fruit and Vegetable Association and the Produce Marketing Association (U.S.-based). Services should include PRONET in weekly fax format and COLEACP on a daily fax basis; periodicals recommended are Horticultural Products Review, Eurofruit, the Fresh Produce Journal, Gourmet Retailer, International Floriculture, and Tropical Produce Marketing News. (Refer to Annex B for content descriptions and order information. Note that CDROM services might be ordered in the second half of KEDS, but given current staff capacity, these subscriptions are a realistic and adequate foundation.)

c. Provide computer training to the executive officer.

Computer training will entail tailored introductory and intermediate courses provided in-town (arranged by Deloitte, Haskins & Sells) to the FPEAK executive officer in addition to the HCDA and KAM managers. Training should include in-depth exposure to Wordperfect 5.1. and Lotus because subsequent projects (monthly bulletin, exporters' directory) will be enhanced by wordprocessing capabilities.

2. Publication/MkIS

a. Train the executive officer in simple cataloguing techniques.

Unlike the HCDA counterpart recommendation, it is not intended during this initial stage that FPEAK establish a full-fledged resource library nor that the training of the executive officer in this area or market information management be in-depth (given a lack of support staff of any kind). Rather, we recommend that the officer become familiarized with the informational tools available through the periodical subscriptions provided to FPEAK under KEDS, and be exposed to the simplest of cataloguing techniques (labelled magazine boxes).

b. Familiarize the executive officer with market information sources.

See directly above for the notable difference between HCDA and FPEAK staff training in this module, and the rationale behind that difference. We are recommending only that the executive officer become familiarized with market information sources in addition to computer training, so that the monthly bulletin and exporter directory can be completed as easily as possible.

c. Assistance with further establishment of a regular one-page monthly bulletin.

Include luncheon invitations and reports on previous luncheon presentations in addition to training news, project announcements, etc. Call upon the new EPPD public relations office for policy announcements/clarifications. The first bulletin issued with project assistance should include an announcement clarifying FPEAK membership and fee structure, with an indication of future FPEAK services. (This can be done completely in-house, though careful attention needs to be paid to the mailing list to ensure that all members receive copies.)

d. Publication of an exporter member directory, complete with all contact information and list of products exported.

Optional but recommended for inclusion is a crop availability chart, since seasonal production information could be supplied by the top twenty-five exporters when calling to update their contact and product information. All 200 exporters should be contacted by telephone for their product input to the directory -- while this is a time-consuming exercise, it is the only way to ensure that contact information being provided is correct. If the FPEAK office is unable to reach an exporter by telephone, a questionnaire can be mailed...but it will be useless to include exporters in a directory with no working telephone number since dissemination of the end product is not only to members, but to industry-related representatives, KETA, and HCDA for use as promotional materials with inquiring investors and at trade shows. The telephone campaign can also be used as a FPEAK tool to simultaneously inform members of new services. HCDA has already compiled a fairly comprehensive list which will be useful for initial background (though it does not include products). Funds should be supplied by KEDS to ensure that this is a glossy, extremely well-presented directory, which in future reprints could add advertisements for additional revenue.

3. Trade Show Attendance

a. Co-sponsor with HCDA the Kenyan exhibit at the Anuga Trade Show in October 1993.

Division of responsibility will have to be confirmed during the preparation stage at a staff meeting with both associations and KEDS. This meeting can be called after an agreement has been reached with KETA over show sponsorship. That might need to involve Mr. Mulandi and Mr. Mulwa since, in the past, participation in this show has been organized by KETA with funding assistance from the European Community. In order for KEDS to assist FPEAK and HCDA in organizing an exhibit, it is imperative that the project and associations be able to fully control the preparation, on-site participation, and follow-up activities of the 1993 effort. See Annex C for a step-by-step system recommended in trade show preparation.

4. Association Outreach

- a. Appoint a long-term KEDS/PEMU advisor to honorary status on the FPEAK board.**

The appointee would be not eligible to vote or sit in on closed meetings, but should be invited to all regular board meetings. In this way, KEDS would be consistently apprised of FPEAK progress and could provide guidance as to the specific types of support available through the project. This KEDS representative could also assist as needed with the drafting of a new mission statement.

- b. Improve the agenda content, attendance and follow-up of the quarterly luncheon meetings.**

A new suggested format based on a successful luncheon series established by the U.S. Department of Agriculture includes opening the luncheon with one minute self-introductions by attendees to include any relevant announcements; limiting the invited luncheon speaker to 15 minutes; adding 15 minutes following of questions from the audience; and strictly adhering to a 90 minute time schedule. It is further recommended that any materials of potential interest to the audience be compiled for dissemination beforehand, and an announcement made as to their availability and content. Follow-up would be a one-page bulletin, mailed to all members, of major discussion points which might also double as reminder of the next luncheon. A select number of calls, rotated every quarter to include a new group of members, should be made to explain more fully the new luncheon format and elicit or confirm attendance. A nominal fee should be levied on all participants so that luncheon costs won't eat up limited resources, and so that other relevant industry-related persons can be invited (i.e. air and sea transportation representatives, ministry of agriculture officials, commercial bankers, donor agency representatives, etc.) Ideally, this event should become the essential networking tool of every exporter. The mailing list should be continually updated and computerized.

- c. Sponsorship of two horticultural export marketing seminars.**

One seminar may focus on the "how-to" of buyer identification, price negotiation, adherence to grades and standards specifications and documentation procedures. (Once successfully implemented, this seminar can serve as the prototype for an institutionalized course offered by FPEAK to new exporters prior to HCDA license application.) The other seminar will examine new technologies in packaging and sea transportation. Visiting short-term specialists should first meet with association board and staff for a presentation and discussion prior to the actual exporter seminar. Follow-up should include site visits to companies pre-identified by FPEAK with KEDS assistance.

5. Other

a. Review of existing fee structure and budget.

As the short-term activities recommended by KEDS are realized, it is anticipated that enthusiasm and support for an active FPEAK will be generated, at which time a reassessment of funding needs based on a 1994 budget projection should be undertaken. This could be accomplished by an IESC representative or the KEDS long-term team in conjunction with the FPEAK board.

E. Longer Term Outlook

It is intended that through the series of recommended short-term and intermediate interventions, membership support and board leadership will be strengthened, and necessary institutional capabilities sufficiently established to make longer-term objectives well-defined and achievable. The old adage of learning to walk before running applies most appropriately in this case, though it is reasonable to envisage that FPEAK could begin in the second half of the KEDS project to take on a greater role in the compilation and dissemination of export market information, export market training, export market strategy analysis, and innovative horticultural policy advice to the government. At such time, a division of responsibilities between FPEAK and HCDA would almost certainly enhance export performance and maximize resources.

SECTION III
THE KENYA ASSOCIATION OF MANUFACTURERS (KAM)

In existence since 1959, KAM is a non-profit, private sector association, with a current staff of 15 persons and 600 members drawn from all segments of the manufacturing sector, including textiles, leather and apparel, pharmaceuticals, food products, steel and engineering, furniture, automobiles and parts. Board members are elected annually. KAM derives its financing from membership fees, which are assessed on a sliding scale according to the number of employees and annual revenues of each company. It's primary objective is to provide unified representation for the industry in government liaison and lobbying efforts.

A. Background

1. Collaboration with other Kenyan Agencies/Ministries

As this particular report was nearing completion, the formation of a new Export Promotion Council was announced by government. It is too early in its inception to project any particular interrelationship of course, but potentially this could be the Kenyan agency with which KAM will work most closely. At present time, their communications with government ministries (Finance, Commerce) are frequent, given their policy monitoring and intervention role on behalf of the private sector. KAM has worked with KETA in terms of organizing trade show participation, but appears to have nothing whatsoever to do with another government-related agency, the Investment Promotion Centre (IPC), even though the latter's promotional material would appear to be of use to KAM's members and their overseas buyers. Interaction with the Chamber of Commerce appears minimal.

2. Donor Agency Assistance

KAM just finished a five-year USAID-funded program which was a component of the larger Private Enterprise Development Project (615-0238). Under the auspices of this program, funding was made available to KAM for the outside contracting of a series of policy impact studies, and a KAM-sponsored series of member training seminars in: Quality Control in Food Processing; Metal Working for the Informal Sector; Industrial Maintenance; Food Product Development; Sanitation and Waste Disposal in Food and Allied Industries; and Export Marketing. (An evaluation of that program was underway during completion of this report.)

USAID also assisted KAM with the procurement of one computer and laser printer, though no one in the office is trained to use it. In 1988, USAID funded the establishment of a library system and training of a staff resource person to maintain it. (Subsequently, the staff person has left, and no material has been catalogued in over a year.)

KAM has additionally applied to the ITC for funding in computer training, but the status of that application and program at this time is unclear.

The KAM managing director is also part of an advisory panel for the World Bank-sponsored KEAS project which co-funds firm-level technical assistance, though there is no funding directly channelled through the association.

B. Management and Technical Resources

1. Organization

KAM management staff (see Annex D for an organizational chart) are organized around sectors (textiles/apparel, pharmaceuticals, food processing, steel, furniture, automobiles and parts). There are four managers in addition to the Chief Executive, with the remaining 2/3 of staff either in accounting or clerical positions. The board is elected annually from KAM private sector membership. An estimated thirty more members volunteer on an annual basis to sit on sector-specific committees, which meet on an as-needed basis dictated by policy and regulatory issues affecting their particular industry. All other interested members are also invited to attend.

KAM has just formed a new committee, with member representatives drawn from across the sectoral spectrum, which will concentrate on "Export." It is anticipated that KEDS will work particularly closely with the export committee.

2. Responsibilities

Responsibilities include policy monitoring by sector, which in addition to overall impact analyses, includes coordinating committee meetings around new or potential government regulatory and tax initiatives, and widely disseminating subsequent recommendations. KAM also advises members on market opportunities and export regulations, promotes Kenyan companies and products domestically and abroad, and is generally the information clearinghouse for guidance to and about Kenyan manufacturing companies. They regularly sponsor technical seminars.

3. Capabilities

a. Staff

The four executive officers interviewed were focused and articulate in terms of their current responsibilities within the association, the needs of KAM members, and gaps in delivery services and capabilities. Each expressed a strong desire for computer training and access to better market and technical information.

The formal education level was high, but training in both association management and product/export development strategies was lacking.

b. Equipment

KAM has an IBM personal computer (System 2) and an Epson FX-1050 laser printer; Wordperfect 5.1., Lotus and DBASE software; a telex machine; a copier; and several telephone lines. There is no fax machine, and no audio-visual equipment of any kind (including a slide projector).

c. Market and Technical Information

The KAM Resource Library houses a range of periodicals, technical reports, a set of the Thomas Register, and a fairly staggering amount of other resource material, but the majority of it is very outdated (last two decades). They have no current periodical or other market information service subscriptions, and any donor agency project and annual reports which are relatively new are stacked up to the ceiling, no longer logged into either the library index or filed onto the library shelves.

KAM publishes, under an outside contractor, a monthly trade magazine, which contains some useful articles on policy and the local business community. The presentation could be improved as colour reproduction and printing quality are mediocre. Management is currently examining the feasibility of producing the magazine in-house, and one of the current editors has indicated his willingness to move over to KAM as a full-time staff person with responsibility for publishing it. The same person recently submitted a publication budget which includes the figure for current advertising revenues and thus makes the project attractive; but this should be verified by an objective third party.

KAM also publishes, in-house, a quarterly news bulletin averaging eight pages which includes information on foreign trade opportunities, technical assistance projects, and overseas trade shows. This is augmented by a numbered "announcement" series averaging two pages which is produced and mailed out in response to changes in the policy environment. These sometimes are announcements of special committee meetings, or summaries of committee decisions, or strictly informational with regards to new initiative advisories and directives.

d. Promotional Material

Promotional materials include a three panel, two color KAM brochure which is adequate but immediately upgradable, and a comprehensive membership directory with company contact and product information. The latter is particularly useful, though if it were input into WordPerfect 5.1, it would be much more time and cost-effective to update. (The directory is currently being updated and reprinted, and it is a months-long project.)

C. Member Comments

The response to member inquiries regarding policy and regulatory glitches is by most accounts quite commendable. Correspondence to appropriate government agencies, and the scheduling of government meetings for the affected member are standard procedure, while special committee meetings and subsequent bulletins are issued with regularity in response to wider-reaching policy and regulatory problems. Any lack of subsequent action or change is regarded more as inertia on the part of the government than a specific fault of KAM.

In areas of export market and technological information dissemination, members found KAM lacking however. (An assessment shared by KAM staff, and generally conceded by all to be more a lack of appropriate resources than a lack of will to deliver.)

One member suggested that improved access to and presentation of overall information might positively effect the success of lobbying efforts.

D. Recommended Short-Term and Intermediate Activities

1. Procurement/Computer Training

- a. Procure three additional computer terminals; a laser printer; a fax machine; a copy machine; a slide projector; one hundred magazine boxes; and a magazine rack.**

The rationale for purchasing three additional computers when the one currently installed is not even used centers around the fact that the four KAM executive officers are not currently computer literate, but must be trained thoroughly in order to upgrade the association's capabilities to provide quality membership services. All other recommendations for KEDS assistance to KAM hinge on the ability of the executive officers to access, interpret, synthesize and disseminate market and technical information on a timely basis. It is our opinion that this can be most effectively realized if each officer has daily, easy access to a computer terminal. (Additionally, there is no laser printer currently, and their copier is not adequate.)

b. Subscribe to a modest range of sector-specific periodicals and fax services.

These should initially include periodical subscriptions to Bobbin, Food Review, and Pharmaceutical Technology; a subscription to the National Home Furnishings Association; and a subscription to the UNDP Development Business magazine and on-line database "Scan-a-Bid." (See Annex C for subscription contact and cost information.) The on-line database will allow KAM to receive tender announcements two weeks before they are announced in the official guide, which in turn could be provided to members through the KAM numbered announcement series in a far more timely fashion than is currently the case. (Several manufacturers noted that a contract announcement service of this type would be invaluable, since they currently find out about some bids after the closing date.)

c. Provide computer training to the four executive officers.

Computer training will entail tailored introductory and intermediate courses in WordPerfect 5.1 and Lotus provided in-town to the four KAM executive officers, the four HCDA department managers, and the FPEAK executive officer (arranged by Deloitte, Haskins & Sells). Computer literacy, particularly in Wordperfect, is directly applicable to the market information training the officers will be receiving in follow-up.

2. Publications/MkIS

a. Establish an interim system for cataloguing information in the Resource Library.

Technical assistance should be given to a designated KAM staff person to run a part-time resource center for members and other staff, drawing on the lessons learned from the 1988 attempt. Considering that space is a problem, the system should be temporarily simplified with labelled boxes and magazine racks. Members wishing to avail themselves of information could receive assistance by appointment which could include the resource person pulling all relevant material and making it available in the conference room. Staff should utilize the sign-out system already installed. An update on available resources should be issued when new subscriptions arrive, and information outdated more than five years should be discarded unless still applicable.

b. Provide market information management training to the four executive officers.

On-site training in market information management and presentation will be provided in the same format and time frame as the HCDA TA component, with KAM executive officers exposed to formatting newsletters, announcements, correspondence, promotional materials and the membership directory. In this way, the earlier computer training will actually be put to effective use, subscriptions provided through KEDS will be accessed for content purposes, and tangible membership outputs will be produced.

c. Expansion of text and improvement of presentation of quarterly news bulletin.

As a source of timely, comprehensive export market and technical news, the quarterly KAM News Bulletin could potentially be an alternative to the current monthly magazine. The initial format should be more serviceable than glamorous however, a shorter but similar-looking publication to the Tropical Produce Marketing News (refer to Annex A for newsletter publishing costs).

3. Trade Show Attendance

a. Sponsor the Kenyan exhibit at the Bobbin Trade Show in October of 1993.

Assistance in preparation, participation and follow-on to a trade show pre-identified by the KAM Export Committee at least six months in advance. A seven step system will be established for the trade show coordination (see Annex C), which can then be duplicated in subsequent efforts, broadening the scope of events and increasing in frequency. One recommendation would be to participate in the Bobbin Show as the first time effort in 1993, followed by a PTA pharmaceuticals show in 1994, as well as the annual Fancy Foods Show in the same year. Final trade show selection will be determined by the KEDS team and the KAM Export Council.

For an initial foray, Bobbin might be an excellent choice because it is an international exhibition with over 15,000 attendees. It features all types of fabrics, trims, accessories, finishes, paints, buttons and machinery, while simultaneously providing manufacturers and retailers a location to shop for production and additional sourcing. Technical seminars on product costing for small and medium size apparel manufacturers are offered in addition to U.S. and European policy workshops. On the potentially negative side, textiles and apparel are sensitive issues for USAID, and in countries where competition with U.S. producers is a possibility, promotional efforts are strictly forbidden. However, Kenya is not considered a threat in any way to the U.S. apparel and textile industry; in fact, Kenyan companies are potential equipment sourcing clients for U.S. manufacturers. (For the record, USAID has used this same rationale for the Eastern Caribbean countries and funded their participation in Bobbin.) A medium-sized exhibit, good promotional material, a wide range of high quality samples, and a well-briefed private sector delegation supported by operational KAM personnel would go a long way towards promoting mutually beneficial trade. (See Annex A for an exhibit cost formula.) There are a plethora of other possibilities to choose from however, and the Export Trade Show Directory published by the KEDS project is an excellent source of alternative event information.

4. Association Outreach

a. Attend KAM Export Committee meetings.

A KEDS team advisor has already been asked to make an export promotion presentation to the newly formed KAM Export Committee. It is recommended that this interaction be continued on a regular basis.

b. Sponsor two technical seminars.

The first seminar could be a broad introduction to export marketing with guidance provided on product development, competitive pricing mechanisms, promotional strategies, and buyer identification and negotiation. The second will be determined in early 1993 based on input from the KAM Export Committee.

c. Establishment of a sector-specific "export resource network."

An overseas contact list will be developed comprised of relevant agencies and associations responsible for trade policy development, quotas, entry regulations and documentation procedures, etc.. These contacts can be accessed by phone or fax on a regular basis, and called in "emergency" situations. The initial list will be provided to KAM by KEDS home office.

E. Longer Term Outlook

KAM staff have a proven capability in generating publications and in responding to member inquiries -- it is intended that through the recommended TA interventions coupled with computerization and access to updated information that these capabilities will be internally improved and systematized resulting in a more dynamic association with a wider range of services. Ideally this should result in a staff capable of undertaking their own policy and export opportunity analyses, with a decreasing need to rely on outside contractors for report and publication services.

SECTION IV
ACTIVITIES TIMELINE

TIME LINE OF ACTIVITIES - KEYS NEEDS ASSESSMENT																								
Activities	1992					1993												1994						
	HCDA	FPEAK	KAM	ST	LT	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	
PROCUREMENT/COMPUTER TRAINING																								
Order Equipment																				
Order Subscriptions																				
Computer Training Courses																				
PUBLICATIONS/MIS																								
Review In-Country for Crop Manual	.				.																			
Comparison of Local Publishers					.																			
Resource Center Filing and Training																			
MIS Training																			
First New FPEAK Bulletin		.			.																			
Publish Newsletters																			
FPEAK Monthly Bulletin		.			.																			
Crop Manual	.			.	.																			
FPEAK Exporters Directory/Coop Chart		.			.																			
TRADE SHOW ATTENDANCE																								
Finalize Trade Show Choices																			
Trade Show/Prep - Step One																			
Trade Show/Prep - Step Two				.	.																			
Trade Show/Prep - Step Three				.	.																			
Trade Show/Prep - Step Four				.	.																			
Trade Show - Step Five				.	.																			
Trade Show - Steps Six & Seven				.	.																			
Attend Trade Show				.	.																			

TIME LINE OF ACTIVITIES - KEDS NEEDS ASSESSMENT																								
Activities						1992					1993										1994			
	ICDA	FPEAK	KAM	SI	II	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	
ASSOCIATION OUTREACH																								
Attend Association Meetings
Coordination of Quarterly Lunches		.			.																			
Seminar - KAM			.		.																			
Seminar - FPEAK		.																						
Interview Seminar - ICDA	.				.																			
Seminar - ICDA (discriminate crop month)																								
OTHER																								
Review of FPEAK Structure		.																						

SECTION V CONCLUSION

A comparison of these three Kenyan associations to other developing country associations with a similar range of membership services, responsibilities for increasing government awareness and responsiveness, and promoting sector-specific export opportunities and performance indicates **mid-level proficiency**. Assuredly, there are many other countries less organized -- but it is the countries which exhibit more effective techniques within their associations which demand closer attention, because these are immediately adaptable to the Kenyan situation.

Guatemala, El Salvador and Jamaica for example -- three of the most sophisticated in terms of export promotion and market information monitoring -- service their business communities by producing and disseminating high quality, full color booklets and folders with product availability charts, plant capacity statistics, documentation procedure instructions, etc. -- with full contact information for all ministries and associations relevant to interested overseas buyers or potential joint-venture partners. Through **collaboration** between all public and private entities involved in business development and export-related activities, they present a united front which is **perceived in the export marketplace as an indication that quality is standardized and shipments will be timely**.

The reality of the situation is that this is not always the case -- but these associations are directly responsible for creating goodwill in the export markets nonetheless, and for continuously **educating member clients** in quality control, pricing techniques, packaging design and transportation technologies designed to increase their competitive edge.

With experience has come the ability to screen buyers, spot early opportunities, and impact on both in-country and overseas trading policies and procedures.

These agencies are computerized, subscribe to timely information, publish excellent technical and promotional materials, and provide on-going training and market exposure through specialized technical assistance, seminars and participation in overseas trade shows for in-house staff and members --- all activities planned for HCDA, FPEAK and KAM under the auspices of the KEDS project.

After the recommended short-term and intermediate activities are implemented, careful time and attention must be spent on further ensuring sustainability however. At that point, systems will have been established, staff capabilities improved, membership services broadened, and the KEDS team will have solidified relationships with association management and staff. It will be an appropriate time for the KEDS advisors to assist with long-term association development strategies, examining mechanisms for **maximizing resources beyond the project**. These might include restructuring budgets and staff responsibilities, but will certainly include plans for sustained **communications** -- not only with members, but other Kenyan associations, overseas counterpart organizations, donor agencies, suppliers, and buyers.

**ANNEX A
ACTIVITY COST ESTIMATES**

NOTE: These are estimated for planning purposes, and subject to confirmation in the both the equipment procurement process and in activities implementation. For example, it is not apparent at this point whether the computers and laser printers will be secured in the United States, or through a local Kenyan distributor, and in the case of trade show participation, the long-term team will ultimately need to determine the size and quality level of any exhibition participation. With regards to the latter, it should also be noted that this report uses a different formula for figuring trade show participation costs than the original KEDS project paper.

It is clear from these estimates however, that the allocation of both equipment and activities funds is fairly evenly split amongst the associations, and that while a substantial remainder of equipment procurement monies will be leftover, approximately 50% of activities funds will be used in 18 months.

Costs have been rounded to nearest US\$10 and are not inclusive of tax and transportation; switchboxes and surge protectors have not been included, but the costs for an extra 2 megabytes ram are included in the laser printer costs. A worksheet is attached to this annex which reflects formulas used for calculating publishing, exhibition and seminar costs. Annex B contains costs and order information for equipment and subscription procurement. In cases where costs are only TA-associated, suggested LOE has been provided.

HCDA

1. Procurement/Computer Training

a.	4 computers	5,200
	1 Laser printer	1,730
	1 Slide projector	380
	10 Bookshelves	720
	100 Magazine boxes	100
	1 Magazine rack	220
	1 Copier	2,000
b.	Agricola	830
	Pronet	700
	Hort Review	60
	Eurofruit	160
	Produce Journal	270
	Gourmet Retailer	80
	Int'l Floriculture	240

PROCUREMENT TOTAL \$12,690

- c. Computer Training -- Team should consult with Deloitte, Haskins & Sells with regards to cost for introductory and intermediate training. Note that all three associations will be

involved in what should be a tailor-made course.

2. Publications/Mkis

- a. Postharvest Manual 10,000
(64 pp., color photos,
1000 copies; 2 mos TA)
- b. Resource Center
(two months TA; other
cost absorbed in
equipment procurement)
- c. MkIS (one month TA)
- d. Newsletter 6,400
(8 issues, 2.5 months TA)

3. Trade Show Attendance

- a. Anuga Trade Show 11,750
(reflects 50% share
decorated space costs,
other 50% to be
allocated to FPEAK;
3 mos TA shared too)

4. Association Outreach

- a. Regular Meetings
(no associated cost)
- b. Two seminars 10,000
(2 mos TA)

ACTIVITIES TOTAL \$38,150

FPEAK

1. Procurement/Computer Training

a.	1 computer	1,300
	Software	670
	(Wordperfect & Lotus)	
	1 Laser printer	1,730
	1 Typewriter	290
	1 Fax machine	450
	1 Copier	2000
	1 Bookcase	80
	50 Magazine boxes	50
	1 Magazine rack	220
	1 Answering mach.	80
b.	United Member.	180
	PMA Membership	300
	COLEACP	350
	PRONET	700
	Hort Review	60
	Eurofruit	160
	Produce Journal	270
	Gourmet Retailer	80
	Int'l Flori.	240

PROCUREMENT TOTAL \$9,210

b. Computer Training
(See HCDA)

2. Publications/MkIS .

a. Train Executive Officer.
(2 weeks TA)

b. Familiarize Executive Officer.
(2 weeks TA)

c. Assist with bulletin.
(one month TA. Can be done
completely in-house.)

d. Exporter Directory 4,000
(2,000 copies; one
month TA)

3. Trade Show Attendance

- a. Anuga Trade Show 11,750
(reflects 50% of decorated exhibit, other 50% is HCDA share; 3 mos. TA shared too)

4. Association Outreach

- a. Board meetings
(no cost associated)
- b. Luncheons
(one month TA)
- c. Two seminars 10,000
(two months TA)

5. Other

- a. Fee Structure Review
(two weeks TA)

ACTIVITIES TOTAL \$25,750

KAM

1. Procurement/Computer Training

- a. 3 computers 3,900
 - 1 Laser printer 1,730
 - 1 Fax machine 450
 - 1 Copy machine 2,000
 - 1 Slide projector 380
 - 100 magazine boxes 100
 - 1 Magazine rack 220
- b. Bobbin 180
 - Food Review 20
 - Gourmet Retailer 80
 - Pharmaceutical Tech . 120
 - UNDP Development Bus. 1,360
 - Home Furnishing Assoc. 250

PROCUREMENT TOTAL \$10,790

- c. Computer Training
(same as HCDA & FPEAK)

2. Publications/MkIS

- a. Resource Library
(one month TA)
- b. Market Information Training
(one month TA)
- c. News Bulletin 6,400
(8 issues; one
month TA)

3. Trade Show Attendance

- a. Bobbin or alternate 16,000
(3 mos. TA)

4. Association Outreach

- a. Meetings
(no associated cost)
- b. Two Seminars 10,000
(2 mos. TA)
- c. Referral network
(HO support)

ACTIVITIES TOTAL \$32,400

CALCULATIONS WORKSHEET

Publication Cost Ranges - Based on 1,000 Copies

SIMPLE 3 panel brochure, bond paper, black ink \$ 150
(appropriate for association promotion)

MODERATE 3 panel brochure, shiny paper, two colors \$ 400
(appropriate for association promotion)

MODERATE 12 page booklet with 2 colors (appropriate for trade show promotion)	\$ 400
HIGH MODERATE full color folder (appropriate for trade show promotion with photo inserts or xeroxed inserts)	\$ 1,000
HIGH one page photograph insert (x 10 for inclusion in folder)	\$ 750 \$ 7,500
HIGH MODERATE 24 page booklet, full color (8.5" x 11" -- appropriate for exporters directory)	\$ 2,000
HIGH 12 page booklet with 12 color photographs (8.5" x 11" -- appropriate for trade show promotion)	\$ 2,000
HIGH 64 page book with 30 color photographs (5.5" x 8.5" -- appropriate for crop manual)	\$10,000

Exhibition Costs

20 x 20 space (equivalent of 4 standard small booths combined)

\$ 4,500

Bright carpeting, big overhead banner, large colorful sign, display cases/racks, two countertops, small conference table, four chairs, and actual exhibit

\$ 4,000

Moderate brochure on association - 2,000 copies

\$ 800

Full color folder with xeroxed company and product inserts - 2,000

\$ 2,000

Travel and per diem for one operational association person
(Based on Nairobi-Germany RT airfare and 10 days on-site)

\$ 3,500

Seminar registration for 10 delegates (@ \$200 ea.)
(Based on seminar series "ticket" offered at several U.S. trade shows; or alternatively, the choice of 4 half day courses @US\$50 each, usually offered mornings prior to exhibit hours)

\$ 2,000

Room Rental (for reception)

\$ 200

Optional costs not included:

- Larger space
- Fancier promotional material
- Purchase of booth
- Shipment of samples
- Travel and per diem for two operational association people
- Portion of delegate travel or per diem costs
- Reception costs (usually disallowed by USAID; recommend govt or business sponsorship)

Newsletter

1,000 copies, 16 pages, black ink, bond paper, one color separation on front and back (camera-ready from Wordperfect 5.1)

\$ 800.00

Seminar

Based on a 1 to 1.5 day seminar in which luncheon and coffee breaks can be covered by small participant fee. Optimal number of participants for a "workshop" format is thirty, maximum is sixty.

Preparatory Materials (invitations, agenda, registration list, hand-out materials such as grades and standards specifications, other relevant technical documents) \$1,500

Room and Audio-Visual Rental \$ 500

Follow-up publication and mailing of technical seminar report manual based on 500 copies of 25-page document, black ink, colored photos \$2,500

ANNEX B
EQUIPMENT AND SUBSCRIPTION ORDER INFORMATION

Equipment

PLEASE NOTE that our contact at Xerox Corporation informed us that a variety of electronic items can be hooked up to a transformer to adapt to the change in voltage; this will not ensure that the cycles of different machines will adapt, and that machines whose cycles have not been adapted will burn out quickly after use. At that point, local service representatives would not be able to provide service or parts. With this in mind, we have provided U.S.-based price estimates, for comparative purposes, on the equipment listed below; we would strongly recommend that the actual purchasing take place in Kenya or in Europe. IBM and Xerox both maintain offices in Nairobi; numbers are as follows: IBM/Nairobi, ATTN: David Ogeesi, Branch Manager, Tel. 254-233-3451; Xerox/Nairobi, Tel. 254-224-377.

Computers/Printers:

Computer:

IBM PS1 386SX \$1,299.99

Features: 25 Mh; 129 MB Hard Drive; 2 MB of ram, upgradable to 16 MB on Mother Board. Also features a built-in, 2400-baud modem and a mouse. Accompanied by: Dos version 5.0; Windows version 3.1; Microsoft Works (a word processing, accounting and database program); PS1 (a timed backup and virus detection program); and Quicken (a simple, home accounting program with check-printing capability).

Printer:

HP III Laser Printer \$1,499
w/ 2 MB of ram \$ 229 additional

(2 MB of Ram is sufficient to print full-page graphics for newsletters, brochures, etc. This memory can be upgraded as needed.)

Switchbox:

Manual (up to 4 units) \$ 130.00
Automatic (with 256K memory) \$ 500.00

Wide-Carriage Dot Matrix Printer (for accounting work):

Epson FX 1050:
9-pin, near-letter quality \$ 449.00

Surge Protectors: \$ 15.00/each (approximate)

Publications

Textiles/Apparel

Bobbin Magazine, a monthly publication, offers apparel and sewn products manufacturers opportunities to expand their horizons through its exporting, sourcing, and international reports. *Bobbin Magazine* also offers industry-specific articles on management, marketing, fabrics, new products, manufacturing technology, industry events, and consumer and retailer trends.

Cost: International Air Mail \$173/1 year, \$334/2 years, \$492/3 years
Contact: Bobbin Blenheim, Inc.
P.O. Box 19866
Columbia, SC 29202
Tel. (803) 771-7500
Fax: (803) 799-1461

Horticulture/Agriculture

Fresh Produce Journal is an international, bi-weekly publication offering the latest information on industry trends, including new technologies in the processing, packing, and packaging of fresh produce. *Fresh Produce Journal* also offers its readers articles highlighting different companies around the world.

Cost: International Air Mail £148/year
Contact: Karin Goodway, Subscriptions and Commercial Manager
Fresh Produce Journal
Lockwood Press Ltd.
430-438 Market Towers
New Covent Garden
London SW8 5NN U.K.
Tel. 071-622-6677
Telex: 915149
Fax: 071-720-2047

Horticultural Products Review is a monthly commodity circular which provides timely, reliable information on changing consumer preferences, needs of foreign buyers, and the supply and demand situation in countries around the world.

Cost: International Air Mail \$55/year
Contact: Foreign Agricultural Service
Information Division
Room 4644 South
U.S. Department of Agriculture
Washington, D.C. 20250-1000

International Floriculture Quarterly Report offers new information about industry trends, market statistics, and in-depth articles on a variety of issues affecting the floriculture industry. Volume 4 of ***International Floriculture Quarterly Report*** offers an International Floriculture Address Book.

Cost: Volume 4 \$240.00
Contact: Pathfast Publishing
31 Second Avenue
Frinton-on-Sea
Essex CO13 9ER, U.K.
Tel. (0255) 678755
Fax: (0255) 850258

Foods and Food Products

Gourmet Retailer, a monthly upscale product magazine, covers the latest trends in the restaurant and gourmet foods industry, and offers new and innovative ideas in food presentation and service.

Cost: International Air Mail \$74/year
Contact: Gourmet Retailer
ATTN: Laura
3230 West Commercial Boulevard
Fort Lauderdale, FL 33309-3451
Tel. 305-446-3388
Fax: 305-446-2868

Eurofruit is one of the leading publications in the fruit marketing industry. An international monthly magazine, ***Eurofruit*** features articles on the market trends in different countries around the world, of various fruits, and keeps readers abreast of new general developments in the fruit industry.

Cost: International Air Mail £84/year by bank transfer only (Checks from U.K. only.)
(Bank Transfer: Market Intelligence Ltd., Account Number 72414154, sorting code: 60 22 12, National Westminster Bank PLC, New Covent Garden, London SW8.)
Contact: Market Intelligence, Ltd.
4th Floor Market Towers
New Covent Garden
London SW8 5NQ, England
Tel. 071-498-6711
Fax: 071-498-6472
Telex: 8950975

Food Review is a quarterly publication featuring articles and reports on quality control,

environmental issues, pesticides, food packaging and transportation, and new developments in food research and policy.

Cost: International Air Mail \$13.75/year (Checks should be made payable to ERS-NASS)
Contact: Commodity Economics Division
U.S. Department of Agriculture
ERS-NASS
P.O. Box 1608
Rockville, MD 20849-1608

Pharmaceuticals

Pharmaceutical Technology offers practical hands-on information about the manufacture of pharmaceutical products, focusing on applied technology. In addition to technical articles, this monthly magazine features columns on process control/computer-integrated manufacturing, biotechnology and the pharmaceutical industries, technical management, and guest editorials.

Cost: International Air Mail \$117/year (14 issues)
Contact: Aster Publishing Corporation
ATTN: Jim Rice
859 Willamette Street
P.O. Box 10955
Eugene, OR 97440
Tel. 503-343-1200
Fax: 503-683-8841

On-Line, Fax and CD-ROM Services

AGRICOLA is a bibliographic database compiled by the National Agricultural Library, and consists of records of literature citations of journal articles, monographs, theses, patents, software, audiovisual materials and technical reports relating to agriculture. The database contains over 2.5 million records, which can be accessed on CD-ROM. **AGRICOLA** is updated quarterly; out-of-date discs are exchanged for replacement ones as the updates are completed. Currently, a disc dating from 1984-current is available.

Cost: CD-ROM \$825/year
Contact: CG-Net (Distributor)
Attn: Julie Duffield
1024 Hamilton Court
Menlo Park, CA 94025
Tel: 415-325-3061
Fax: 415-325-2313

Development Business and **Scan-a-Bid** are services offered by the United Nations Development Programme. *Development Business* is a bi-weekly publication listing the latest procurement notices issued by U.N. offices, as well as development banks. Accompanying *Development Business* is **Scan-a-Bid**, which provides on-line access to the *Development Business* database. Connection to **Scan-a-Bid** allows potential bidders to receive procurement information approximately 2 weeks before it is published.

Cost: Development Business (\$395/year), Scan-a-Bid \$960/year (unlimited access)

Contact: Scan-a-Bid/Development Business
Room DC1-559
United Nations
Grand Central Station, Box 5850
New York, NY 10163-1515
Tel. 212-963-1515
Fax: 212-963-1381
Telex: 422311 UNUI

ProNet provides shipping point, terminal market, and outlook information for the fresh produce industry in the U.S., Canada, Mexico, and the U.K. The information is available every business day, and can be tailored to fit the needs of the user. **ProNet** can be accessed by modem or fax.

Cost: International Weekly Fax \$695/year

Contact: ProNet
Attn: Andrew Bonser, International Sales Manager
7950 College Boulevard
Overland Park, KS 66210
Tel: 913-451-6664
Fax: 913-451-5821

C.O.L.E.A.C.P. is a monthly report on market trends and prices of tropical fruits, off-season vegetables, flowers and ornamental plants and spices. The service covers six European countries, in addition to selected African and Caribbean states.

Cost: \$350/year (approx Price, actual price is FF1400)

Contact: COLEACP
Attn: Catherine Guichard
5, rue de la Cordeirie, Centra 342
94586 Rungis-Cedex
France
Tel: 33-1-46-87-02-06
Telex: 205166F

Memberships/Associations

Produce Marketing Association is a U.S. produce and floriculture association with thousands of members worldwide. This association features annual trade shows, as well as a variety of technical publications, video training tools, and policy newsletters.

Cost: International Membership for Buyers \$300/year

Contact: Produce Marketing Association

Membership Division

P.O. Box 6036

1500 Casho Mill Road

Newark, DE 19714-6036

Tel. 302-738-7100

Fax: 302-731-2409

United Fresh Fruit & Vegetable Association is a similar organization to Produce Marketing Association, and provides similar services.

Cost: International Membership \$175/year (to increase to \$500/year after 1/1/93)

Contact: United Fresh Fruit & Vegetable Association

Membership Department

727 N. Washington Street

Alexandria, VA 22314

Tel. 703-836-3410

Fax: 703-836-7745

The National Home Furnishings Association publishes *Furniture Retailer*, a monthly magazine providing information on the latest trends and new services in the furniture industry. In addition, the National Home Furnishings Association has an information center (available to members only) which provides information not covered in the magazine. The National Home Furnishings Association also publishes an annual directory of materials suppliers throughout the United States.

Cost: International Membership \$250/year

Contact: National Home Furnishings Association

Jerry Alder, Membership Division

P.O. Box 22396

High Point, NC 27261

Tel. 919-883-1650

Fax: 919-883-1195

ANNEX C TRADE SHOW SYSTEM

Month 1: Establish procedures for identifying delegation. Obtain floor map for show. (Some exhibit coordinators find that keeping a daily journal in a loose-leaf binder with pockets is useful -- one, you can track your progress, and two, major show documents can be filed in the same place.)

Month 2: Confirm delegates, and obtain all relevant company and product information (remember to provide this to show management for official directory listing). Reserve exhibit space taking into careful consideration nearby exhibitors, and special utility access. Coordinate travel and hotel reservations. Reserve room for a delegation reception during show week.

Month 3: Obtain pre-registration list, seminar agendas, and exhibit contract/confirmation kit (includes deadlines, procedures, marketing and presentation tips, etc.) Make arrangements for booth design. Finalize show-specific brochure, any other promotional materials required (i.e. updated association flyers, quarterly newsletter).

Month 4: Debrief delegation. Discuss goals; identify appointment preferences from pre-registration list; determine seminar interest; compile on-site responsibilities chart; confirm sample shipment procedures.

Register for special seminars; prepare a promotional presentation for on-site reception, possibly a slide show.

Month 5: Arrange appointments; design observational tour of local retailers, wholesalers, importers, plants, stores, ports, etc.; finalize delegates' schedules; send sample shipments; send out reception invitations and bring extra copies for on-site handouts; pack up promotional materials.

Month 6: Arrive at trade show two days early. Set-up booth, receive sample shipments.

Familiarize operational team with service desk and appropriate trade show organizers.

Meet with delegation evening of their arrival at a preset time to confirm responsibilities, special events, schedule changes.

Ensure that the booth is manned throughout the entire show; that plenty of promotional material is always easily accessible to the passerby; and that the overall exhibit attracts lingering attention (i.e. taste or other product "tests").

Log all business inquiries for evaluation and further follow-up purposes (though always respond fully on-site).

Collect promotional materials and take slide pictures of all other appropriate exhibits.

Keep slide presentation and welcoming speech at delegation reception brief and to-the-point.

Network. Continuously. Give out promotional material and take business cards at special seminars, at your delegation reception, during your observational tour.

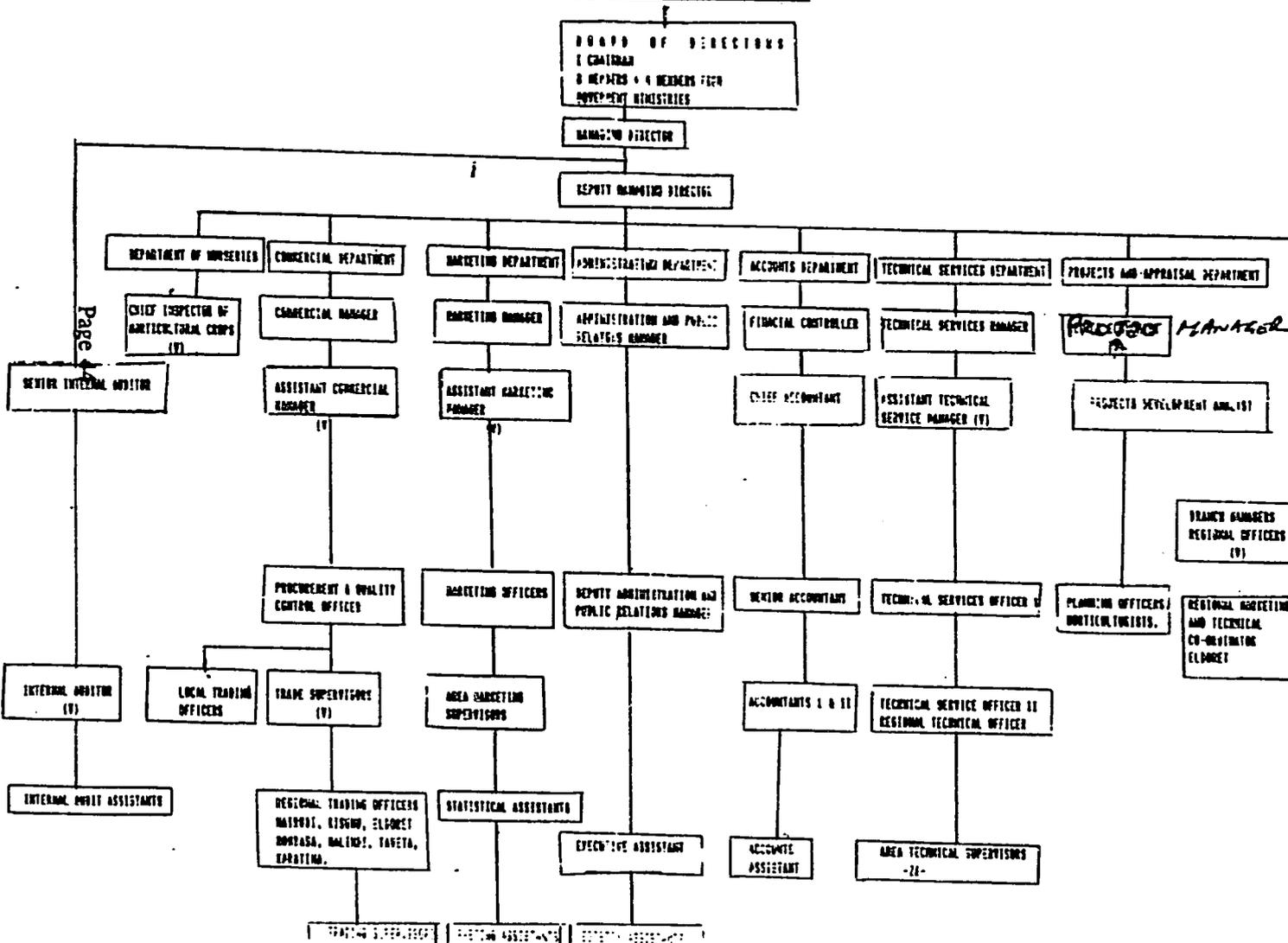
Month 7: Always follow-up. With letters to contacts in your business log; with a slide presentation and delegation review; with a written report including analysis of best booths, promotional brochures, etc. Even if you never repeat the same show, the same "system" is applicable to another.

THIS DOCUMENTATION WAS PROVIDED
TO THE KEDS PROJECT BY HCDA IN
AUGUST 1992.

HORTICULTURAL CROPS DEVELOPMENT AUTHORITY

ORGANIZATIONAL CHART

Page 43



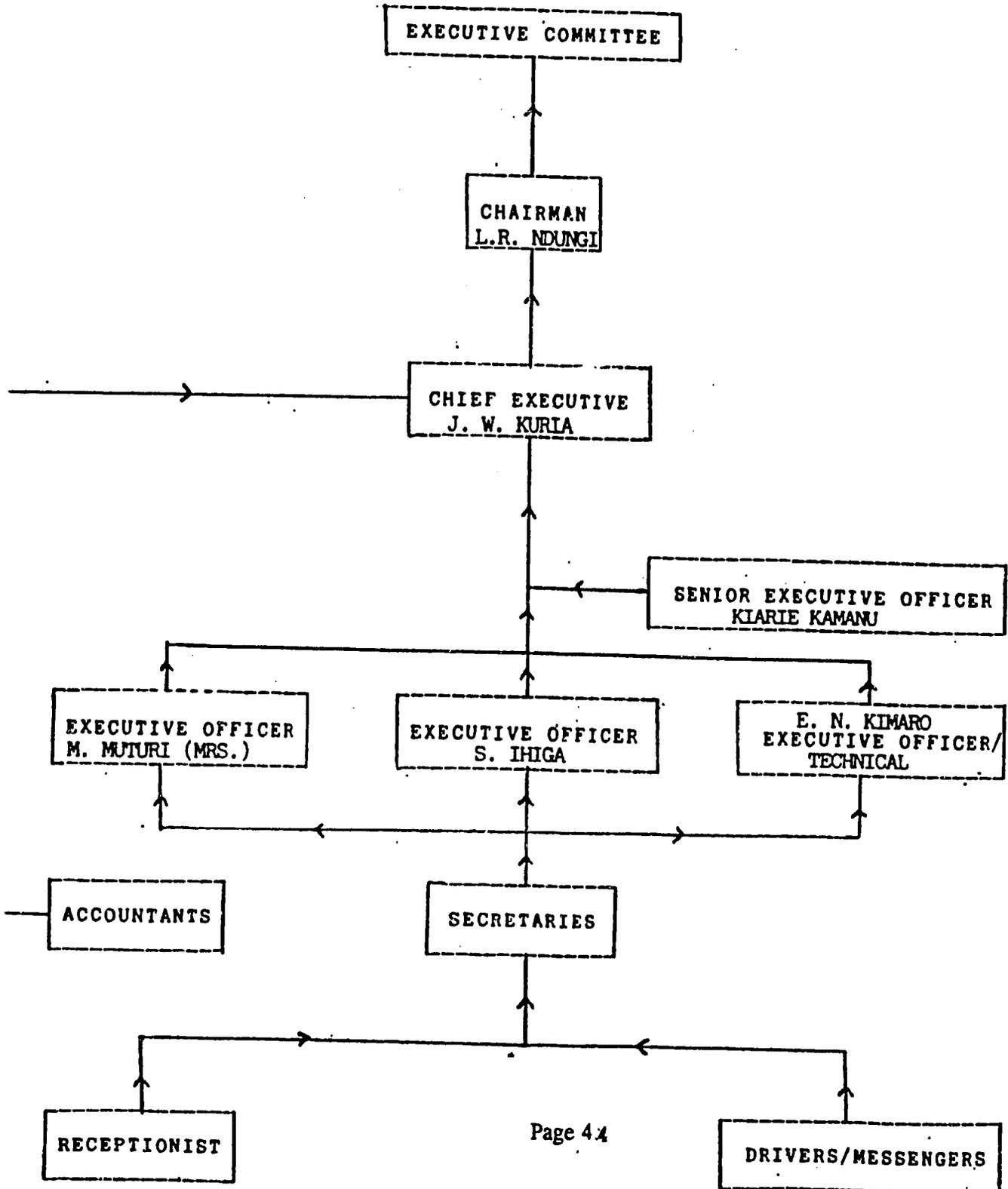
HCDA ORGANIZATIONAL CHARTS

ANNEX D

THIS DOCUMENTATION WAS PROVIDED BY KAM
TO THE KEDS PROJECT IN AUGUST 1992.

ANNEX D

KAM ORGANIZATION CHART



ANNEX E
ASSOCIATION QUESTIONNAIRE

Year Established _____ **Objectives:** _____

1. Staff Capabilities:

- a) Number of staff _____
- b) Breakdown of responsibilities (include an organizational chart)
- c) Level of training (attach CVs if available)
- d) Types and frequency of on-going training programs
- e) Elected or appointed board, number _____

2. Computer Capabilities:

- a) Word processing
- b) Database management
- c) Financial procedures
- d) Graphics programs
- e) Printers (i.e. laser)

3. Market Information Capabilities:

- a) Organization
- b) Subscriptions
- c) In-house research capabilities to assist members
- d) Accessibility to members
- e) Interpretation and dissemination of technical information

4. Connections With Other Associations and Government Agencies
(domestic and international)

5. Other Donor Agency Assistance: What Types?

6. Promotional Materials and Publications
(association-, product- and market-specific)

7. What other specific services are provided?

- a) Technical workshops and seminars
- b) Promotional events, both domestic and international
- c) Other publications
- d) Matchmaking capabilities
- e) Export market surveys
- f) Importer inquiries

8. Fee Structure

9. Identify key needs of association

10. Identify key needs of members

**ANNEX F
INTERVIEW LIST**

Note: Management staff targeted for KEDS training are highlighted.

HCDA - Martin Mulandi, Managing Director, Tel. 337381/2/3

Mrs. P. Kimweli, Manager, Project Development

Leah Opiyo, Manager, Public Relations (and Newsletter)

S.Z. Ng'eno, Manager, Marketing

L.W. Waithaka, Manager, Technical Services (Extension)

FPEAK - Kasanga Mulwa, Chairman, Mpaka Plaza, 4th Floor Tel: 230655

David Gray, Vice Chairman, (and Managing Director, Sulmac), Tel: 29951, Norfolk Towers

Rebecca Kamoing, Executive Officer Tel: 445795

KAM

John Kuria, Chief Executive, Tel. 221602/452/448

S. Ihiga, Executive Officer

Kiarie Kamanu, Senior Executive Officer

E.N. Kimaro, Executive Officer

Muthoni Muturi, Executive Officer

ORGANISATION	NAME	TITLE	TEL/ADDRESS
KEAS	Michael Brennan	Director	223846/837 Viewpark Towers
KEAS	Brian Buckley	Senior Advisor	223846/837 Viewpark Towers
USAID	Migwe Kimemia	Project Officer	331160/Union Towers
IPC	Mr. Kandie	Chairman	221401/Nat'l Bank Bldg.
WONI Veg. Exporters	Jane Mutiso	Managing Director	Industrial Area
COSMOS LTD	Guarang Patel	Financial Director	541254/Industrial Area

PHARMACEUTICALS

Industrial Plant E.A.	H.S. Sagoo	Managing Director	542055/6/7 Industrial Area
Bonar E.A. Ltd	Mike Sheppard	Managing Director	557355 Industrial Area
Ccates Bros. E.A. Ltd	David Sealy	General Manager	556611/Industrial Area
KETA	Andrew Wanyandeh	Assistant Director	

Note: In order to avoid duplication, the KEDS short-term horticultural specialist (on site simultaneously with the specialist tasked with this study) interviewed the majority of fresh exporters polled for the Institutional Needs Assessment. These include management from Shalimar, Oserian, Vegpro, Kenya Horticultural Exporters, Homegrown, Sunripe, Indu Farm, Keypoint, Woni, Sulmac, Jambo.