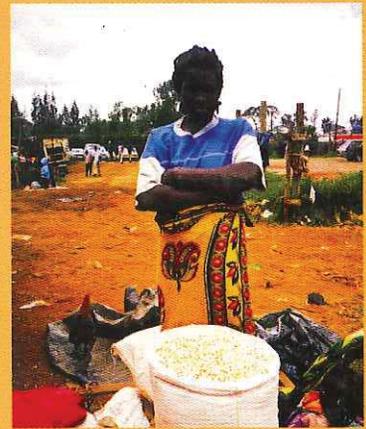
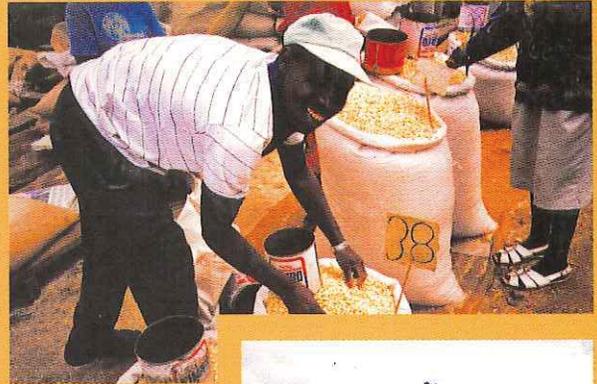


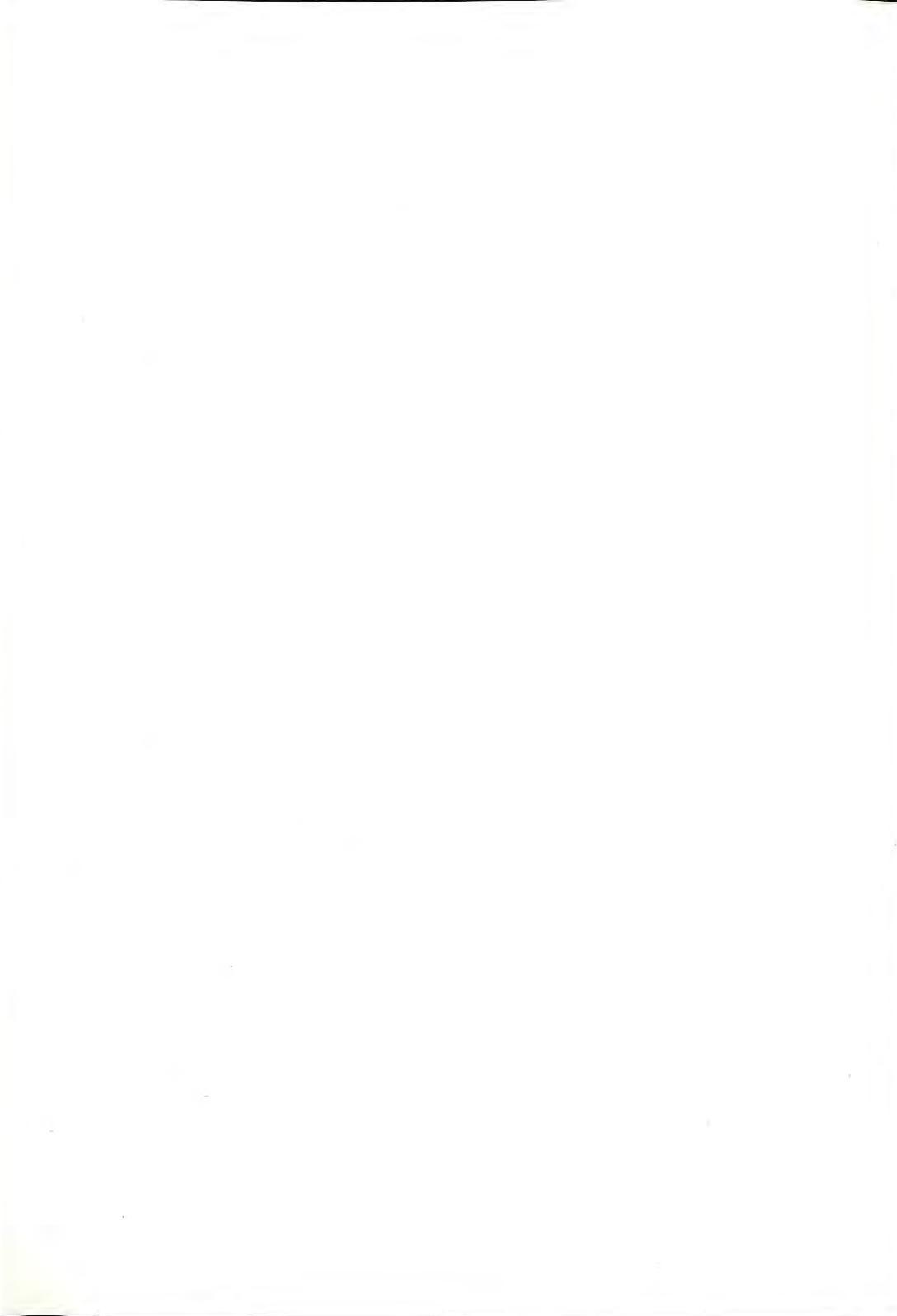


United States Agency For International Development

Kenya Mission



Pamoja Tutashinda



**United States Agency
For International Development**

Kenya Mission

**Pamoja
Tutashinda**

Copyright (c) United States Agency for International Development

ISBN 9966-884-80-7

First Published 1999

Graphic Design and Final Production by **JACARANDA DESIGNS LTD.**

Editing by Helen van Houten, Susan Scull-Carvalho and Kioi wa Mbugua

Graphic Design by Katherine Mamai.

Typeset in Garamond, ITCFenice Bold, Helvetica and Futura

Colour Separations by MarketPower Ltd. Printing by Bizone Ltd. Produced in Kenya,

All rights reserved. No part of this publication or any part thereof may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without prior written permission of USAID.

IMPORTANT NOTICE:

This publication is not for sale. It is to be distributed without cost by and through the cooperation of selected partners of the United States Agency for International Development. While every effort has been made to provide accurate names and information regarding the cited USAID Programs in Kenya, this is not to be construed as a technical instructions publication. Any actions taken by the User/Users shall be done entirely at the User/Users own risk and USAID, which term shall include all involved partners being individuals or organisations, shall remain indemnified against all claims, demands, actions, suits, proceedings, losses and costs (including any legal costs or expenses properly incurred and any compensation costs and disbursements paid by the User/Users, on the advice of any legal advisers to compromise or settle any claim) occasioned to the User/Users in consequence of any damages or injuries among other inflictions arising out of any claims alleging cause related to the use of this USAID publication.

Designed and produced by Jacaranda Designs Ltd

Post Office Box 76691 Nairobi, Kenya

for

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
USAID MISSION TO **KENYA**

Post Office Box 30261 Nairobi, Kenya

Telephone: (254) 2-751613 Facsimile: (254) 2-749590/ 743204/ 749892

Foreword from the Mission Director

To our Kenyan readership

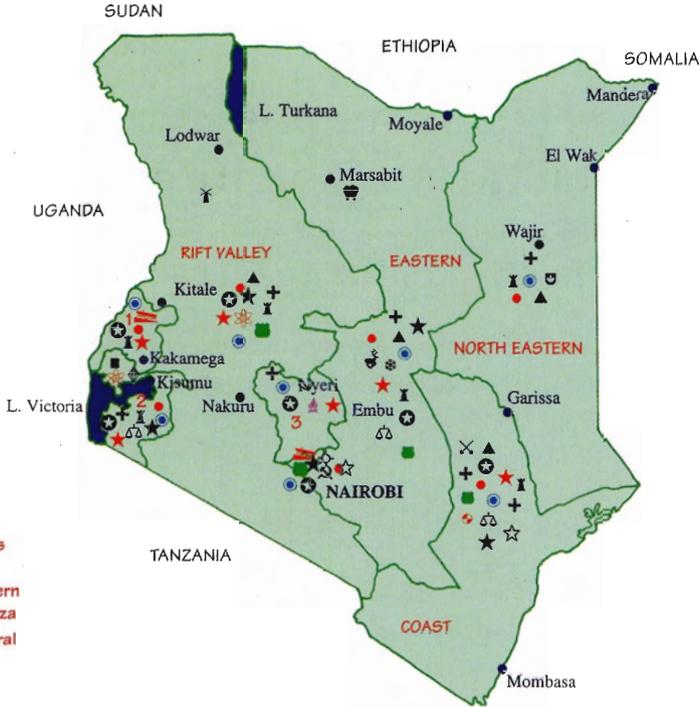
On behalf of the Agency for International Development, I would like to share this compendium of success stories that describes some of the activities in which the mission has been engaged over the past year.

The personal stories that you will read here are only snapshots of the much larger development process in which we are involved. Our goal statement is “*broad-based sustainable economic growth in Kenya contributing to crisis prevention in the Horn of Africa*”. The stories we are telling here are ones that best highlight some of our programs, objectives and results.

I hope that this booklet will whet your appetite and curiosity and encourage you to delve further into our mission portfolio. We are pleased about our staff accomplishments and reaffirm our commitment to excellence in service and dedication to ensure that our programs are sustainable.

George Jones
Mission Director

USAID/KENYA PROJECTS BY PROVINCE



Provinces

- 1 - Western
- 2 - Nyanza
- 3 - Central

- Population and Health Activities
 - AIDS, Population and Health Integrated Assistance
 - ▬ University Development and Linkage Project
 - ◇ African Medical Research Foundation (AMREF)
 - ⊕ CARE International
 - Centre for Disease Control and Prevention
- Agriculture, Business and Environmental Sector
 - ▲ Conservation of Biodiverse Resource Areas
 - ★ Kenya Market Development Program
 - ★ Kenya Export Development Support
 - Kenya Rural Enterprise Program
 - ★ PRIDE/Kenya
 - Kenya Management Assistance Program
- PL 480 Title II Activities
 - + Food production (CRS; CARE; ADRA; Technoserve)
 - ↑ Morulem Irrigation Scheme
 - ⚙ Marsabit Food Security Program
- Democracy and Governance Activities
 - ☆ International Federation of Women Lawyers
 - ♀ National Council of Women of Kenya
 - ♀ National Commission on the Status of Women
 - ♀ Education Centre for Women in Democracy
 - ⚖ International Commission of Jurists
 - ♣ Christian Reform World Relief Council

- Human Rights Grants
- Kenaid Fund
- ✳ Catholic Justice and Peace Commission
- ✳ Church of the Province of Kenya
- Humanitarian Assistance
 - ⊕ Water, Sanitation Rehabilitation
 - ✕ Tana River Flood Rehabilitation
 - ⚙ Livestock Rehabilitation
- NATIONAL PROJECTS**
 - Agriculture, Business and Environmental Sector
 - Agribusiness Development Support Project
 - National Agriculture Research Project
 - American Breeders Services
 - Privatisation and Processing of Milk
 - African Women Leaders in Agriculture and Environment
 - African Credit Union Revitalization Program
 - Kenya Investors Roadmap
 - Micofinance expansion program

Democracy and Governance (Eight Projects)

Human Rights Grants (one Project)

CONTENTS

Introduction	1
USAID's Country goal and Subgoals and Strategic Objectives	
Democracy and Governance Program	6
• Kenya Youth Preparing for Leadership	
Economic Growth and Natural Resource Management Program	11
• Making a Microenterprise at Makina Market	
• K-REP Forever!	
• New Day at the Blue Moon Salon	
• K-REP in Kawangware	
• USAID's road program leaves a legacy for generations to come	
• Enabling my way	
• Every day there is harvesting	
• Doing things at the right time	
• Pay attention	
Population and Health Program	38
• African Traditions: getting us to listen to messages about family planning and HIV/AIDS	
• What CBDs Mean to Tharaka-Nithi	
• The positive impact of family planning counseling	
• "Good news for Mrs. Agoro"	
• Driving home the message	
Conclusion	48



Introduction

The United States Agency for International Development was established by President John F. Kennedy in 1961 to promote development around the globe.

The partnership between the United States and the Republic of Kenya evolved in the 1950s when it became evident that Kenyans were on their way to a bright and independent future. The U.S. Government and its people decided to devote resources and expertise available in the United States to support Kenya's development efforts. During the pre-Independence period, about \$8 million of assistance was provided. Of particular importance was American help in building the University College of East Africa (now the Nairobi University) which was to provide education and expertise to future leaders of Kenya.

As Independence drew near, young Kenyans realized that they had to prepare themselves for the challenging task of self-government and

leadership. Leading Kenyans developed the idea of three airlifts to be funded by the United States that would give over 600 Kenyan students an unprecedented opportunity to study in America. Tom Mboya, one of the Kenyan organizers of the airlift, wrote in 1961 to President John F. Kennedy, "The airlift remains the most significant and meaningful thing in all our relations with the United States so far." The 1959, 1960, and 1961 airlifts were truly a joint effort and represented an early American commitment to provide assistance to Kenya based on Kenyan developmental priorities and objectives.

In the following years, the U.S. Government consolidated most of its economic assistance program under the United States Agency for International Development (USAID). USAID has provided significant, sustained assistance to Kenya since Kenya's independence in 1963. It has supported agricultural research for more than 40 years, population programs





for more than 30 years, private and micro enterprise programs for about 15 years, and democracy and governance for 4 years.

Through all these years, USAID continues to devise new programs and new program approaches that are responsive to the economic development priorities of the Kenyan Government. Thus, the partnership continues to evolve and flourish even while the basic goals remain the same: a better life for all Kenyans.

USAID'S 1996-2001 COUNTRY STRATEGIC PLAN

USAID has adopted a strategy for this five-year period which focuses on the immediate and the long-term needs of Kenya, one of USAID's oldest development partners in Africa. The more immediate need is tied to the general elections, providing support to a wide array of players in the political arena who are pressing for fundamental changes to key institutions and to the electoral process. But a balanced development strategy requires democratic changes be accompanied by improvements in the health

and wealth of a nation's people. That will be the focus of the longer term strategy involving sustaining the family planning and HIV/AIDS service delivery systems and projects to help the small farmers participate in the growing non-traditional agricultural export markets.

While economic and political change in Kenya since 1991 has been significant, it can not be characterized as irreversible. Many of the positive steps Kenya has taken have been the result of pressure from civil society and donors. For meaningful, sustainable development to come to Kenya as it heads into the 21st century, the pressure for change must continue to come from within, from the Kenyan people. This concept is what guided USAID in developing its Strategic Objectives for 1996-2000. The Mission is targeting its resources and programs to help empower the people most likely to facilitate change in Kenya.

The goal of the USAID program is "broad-based sustainable economic growth in Kenya contributing to crisis prevention in the Horn of Africa", while the Mission's subgoal is "increased food security in Kenya." The goal

and subgoal are supported by the following three strategic objectives and one special objective:

- **Creation of effective demand for sustainable political, constitutional, and legal reform (Strategic Objective 1);**
- **Increased commercialization of smallholder agriculture and natural resources management (Strategic Objective 2); and**
- **Reduce fertility and the risk of HIV/AIDS transmission through sustainable, integrated family planning and health services (Strategic Objective 3).**
- **Meet critical needs of Kenyans affected by the Nairobi bombing and build capacity to address future disasters (Special Objective)**

USAID is working with n o n g o v e r n m e n t a l organizations to encourage peaceful political liberalization in Kenya, i.e, a relaxation of government controls and its monopoly of political power. This should encourage a greater political expression and association. USAID's

strategic approach is to concentrate its resources in two areas in support of nongovernmental civic organizations who can build constituencies for providing effective voices for political liberalization and in possible support to the Electoral Commission to increase its ability to run freer and fairer elections. This approach will also help prepare the ground for the longer democratization process, including the capacity building of democratic institutions, such as the judiciary, Parliament, local government, and constitutional reform.

Political liberalization and democratization can only be meaningfully sustained in a larger context of improving living standards for the average Kenyan. Democracy can best be sustained with high literacy, a healthy population, some form of established bureaucracy, and a middle class capable of supporting a reasonable tax base. That is the rationale for the second aspect of USAID's Strategic Plan.

The long term strategy emphasizes the importance of preserving Kenya's hard-won economic liberalization and stability in the short run, while addressing constraints to





broad-based economic growth, which includes health and population issues, over the long term.

To improve Kenya's economic growth, USAID concentrates on assisting smallholder agriculture and the management of Kenya's natural resources under its second Strategic Objective. The majority of the poor, a great many of them women, are concentrated in this sector. Development in smallholder agriculture, and the microenterprises which support it, has the greatest potential in terms of the impact on job creation, poverty reduction, increased economic opportunity for women, and biodiversity conservation. Consequently, the Mission's strategic approach is to transform subsistence agriculture to market-oriented production and commercialization, while simultaneously stimulating small and microenterprise development. This should help increase income for farmers, while creating jobs off the farms.

However, to sustain improvement in living standards for the poor requires the Mission also to focus on their health. Under the third Strategic Objective, USAID is addressing three key areas of

public health and family planning services: population growth; the HIV/AIDS epidemic; and major preventable diseases affecting child survival. The emphasis under the last strategic plan was service delivery, which resulted in significant results for which USAID can directly claim credit. Sustainability of these services, though recognized, was not the primary focus. Under this five-year plan, sustainability of those services will take on more importance.

Following the August 7, bombing of the American Embassy, USAID has designed a new program to meet critical needs of Kenyans affected by the bombing. Three approaches will be used: (1) reducing the economic impact of the bombing, including rehabilitation and reconstruction of damaged infrastructure; (2) making it possible for all persons injured in the bombing to receive adequate medical attention by reimbursing Nairobi area hospitals for treatment costs incurred but no otherwise recoverable, and by coordinating and financing medical follow-ups; and (3) strengthening Kenya's disaster response and preparedness programs by providing funds and/or technical assistance to local organisations. The

beneficiaries of this program are the MSEs who need assistance to local organizations. The beneficiaries of this program are the MSEs who need assistance to re-open and victims requiring medical, rehabilitation, and trauma counseling services. Others are the government of Kenya (GOK), business with damaged buildings, equipment, and infrastructure and institutions which provide emergency response and blood transfusion services.

USAID has a well-focused program in Kenya, a strong commitment to managing for results, contributes to national

level development results and has demonstrated impacts on agricultural productivity, fertility, microenterprise, HIV/AIDS, private enterprise development and democracy and governance sectors. The program has over the years amassed an impressive record of program impact and its lasting effect spreads beyond Kenya's borders as the work done by the Mission, provides lessons for other countries in the region to define and solve their development problems. We have wonderful stories to tell that describe some of the achievements USAID has made in Kenya. These stories are presented in this book.





Democracy and Governance Program

The following success story emanates from the goals of the Democracy and Governance program. It demonstrates the involvement of youth and the commitment of USAID in building democracy in Kenya.

KENYAN YOUTH PREPARING FOR LEADERSHIP

Youth Agenda/Kenya

Creating effective demand for sustainable political, constitutional, and legal reform.

Seven young adults speak with enthusiasm, excitement, and commitment about the Youth Agenda/Kenya and its recent most far-reaching accomplishment: the planning and organizational processes that came together for the historic 1997 National Youth Convention, and the movement that it has generated.

In 1996 the seven core group members of the Youth

Agenda/Kenya (YA/K) met to plan and organize a youth program designed to address issues involving democracy and governance. Each of the seven is a university graduate, all are in their twenties. Each had a prior interest and involvement in some aspect of youth programs, politics, education, social, health, and civic matters relating to the governance and participation of young people in Kenyan African society. Their aim was to organize themselves around issues of common concern. Then they could serve as a catalyst group to mobilize and motivate other youth toward increased participation in the issues of the day. They could advise, inform, and empower a broad range of youth to become involved and to gain a strong position and audible voice in the larger society of Kenya. After all, the youth and young adults, aged 16-35, constitute 32 percent, almost one-third, of the Kenyan population.

While fulfilling their intent, they hoped to strengthen each

individual that became involved, and in so doing strengthen the nation. The YA/K met with the support of the Center for Law and Research International (CLARION). They decided to write a proposal to seek funding for a historic youth forum, the first such gathering in the history of the independent nation, where youth would gather to discuss issues of the day and plan subsequent follow-up activities. Specifically, the conference would have six objectives:

- 1. To provide a forum for the youth to discuss and debate issues affecting them locally and nationally and to draw up a youth agenda to be put at the center of national debate.**
- 2. To provide a dignified and organized channel for expressing youth opinion.**
- 3. To highlight youth's contribution to the development of Kenya.**
- 4. To facilitate youth's contribution to the national debate on constitutional reform and the democratization process.**
- 5. To review the country's current political situation and give a position representing youth in**

relation to the campaign leading to the 1997 general elections.

- 6. To encourage youth-to-youth interaction and, therefore, facilitate the shaping of vision among the youth, and to spur them into more actively dealing with response to the problems that besiege them.**

The proposal, including these objectives, was sent to eight possible donor and sponsor groups. In November 1996, the YA/K received a response from USAID expressing interest in funding the project.

The objectives of the YA/K program seemed to support the Mission's Strategic Objective 1.0 that is to create effective demand for sustainable political, constitutional and legal reform, under the Democracy and Governance Program. After the youth organizers met with the USAID mission representatives, confirming their mutual interest, USAID agreed to sponsor the historic National Youth Convention. It was held on 7-11 March 1997 in the Limuru Conference Center, a short distance from Nairobi, with 400 representatives selected from more than 600 youth groups that applied to register.





Field researchers, two from each province, had been assigned to identify youth groups and their issues. It was around their findings that the final conference program and platforms were built. Facilitators and reporters were assigned tasks to do during the conference. Local, national, and international dignitaries from various professional groups were asked to participate and did so willingly. Many older adults and their organizations now seem to realize that their support is needed and is being sought, and they want to establish links with Kenyan youth.

The 1997 conference program covered a wide variety of issues:

- *Youth and gender sensitivity*
- *Health and social matters*
- *Education*
- *Culture*
- *Trade and entrepreneurship*
- *The unemployed and underemployed*
- *Young professionals and the employed*

Listed in the conference report under each heading are a statement of issues, recommendations, and an action plan. The National Youth Convention officially ended with a dynamic speech by H.E. Ambassador Prudence Bushnell, the U. S. Ambassador to Kenya. The Ambassador commended the youth of Kenya for having risen to the challenge of providing a new vision and



USAID Mission Director, Dr. George Jones, with members of the Youth Agenda/Kenya and Tom Wolf, Democracy and Governance Adviser, discussing the youth program.

hope for the nation and its future.

She stated that for democracy to succeed, each generation must recognize its civic responsibilities and then live up to them. She said the convention had born a vision among a cross-section of youth leaders that will energize them in shaping the destiny of Kenya.

The YA/K core group reports that with the jump-start provided through the guidance, encouragement, and support of USAID, they have been able to generate a comprehensive conference report, promote new positive policies affecting youth, and keep going youth activities on the issues of concern.

This is in keeping with USAID objectives, as it wants to assist in building sustainable civic institutions and feels strongly that there is no better way to sustain positive gains in democracy and governance than to empower, educate, and provide a means for youth to prepare themselves for the leadership they are destined to inherit.

The convention created interest among youth nationally. In the ongoing follow up, YA/K has answered

a variety of requests for information. It has named contact persons in each province, and it has elected district representatives who are ready and available for networking and future meetings.

It was a historical, first-time convening of Kenyan youth. The organizers are pleased with the event and with the response and activity by youth, and on behalf of youth, since the event. The general community is already beginning to demonstrate that it has more respect for youth by including them in the decision-making processes of

Kenyan society. The youth are seeing a unity among themselves; people of different classes and ethnic groups, young men and young women, have a common goal of realizing constitutional reform and providing themselves with a leadership forum in preparation for the responsibilities they will someday inherit. They are seeking and receiving support across different sectors of society for building an institutional framework for youth-related issues. Since only about one-third of their budget was spent on the conference, they are now able





to conduct their follow-up business and continue progress with ongoing objectives.

“We must start now as leaders; we must emancipate ourselves.”

Cecily Mbarire, Youth Agenda/ Kenya, age 24, Egerton University

Youth Agenda/Kenya is now recognized as an active agent in empowering youth in Kenya. It began in strength and is continuing in strength.

Youth Agenda/Kenya lists its immediate challenges:

- a) consolidation of gains made through the National Youth Convention
- b) capacity building for youth groups
- c) leadership development and training
- d) training in management skills

Economic Growth and Natural Resource Management Program

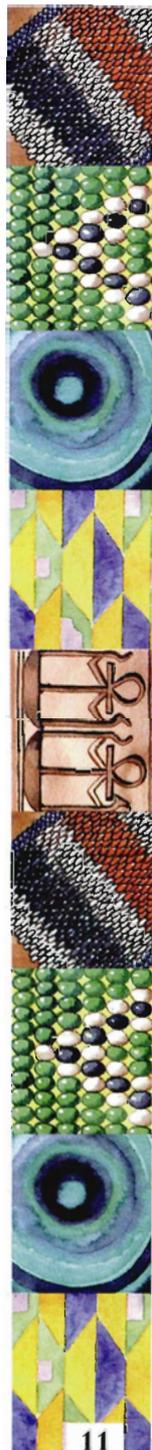
The following success stories cover a range of activities that USAID has made possible through its Economic Growth, Agriculture, and Micro-enterprise Assistance program. The individuals quoted in these stories are the ones who make our work worth the effort and time. It is through their initiative and hard work that our program has been successful. USAID is proud that its assistance has helped change the lives of these smallholder farmers in Kenya.

MAKING A MICROENTERPRISE AT MAKINA MARKET, NAIROBI

This success story is really two stories in one. Both Wachira and Eveline, the maize dealers whose stories are told here, although they may not be fully aware of the source, are benefiting from work done on their behalf by the policy analysis matrix team and USAID.

As a result of the liberalization of many agricultural marketing policies, productivity, for example, of maize has improved. One of the effects of policy change is that individuals who before may not have considered engaging in trade are now doing so. They buy from wholesalers and are highly competitive in supplying the marketplace. Most who have ventured into self-owned business have great entrepreneurial spirit, creativity, and motivation. They feel that they are able to carve out a niche for themselves and earn a self-sustaining income.

Two such traders unveiled a success story at the Makina Marketplace in Kibera Estates, Nairobi. One is a young wife and mother, who, because she learned about opportunities for microenterprise business, was able to take advantage of the liberalized laws and to expand her small business. The other is a former construction worker, intent on creating a niche for himself through entrepreneurial research and aggressive



marketing techniques. His income is skyrocketing, and profits from the business have greatly improved the lifestyle that he and his family are able to enjoy.

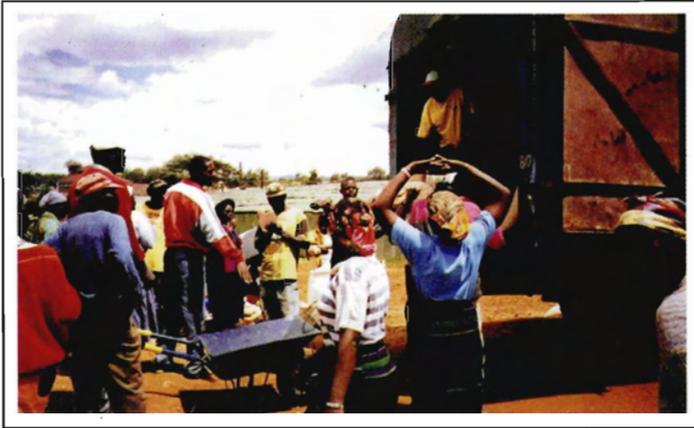
Eveline Anyango's market space was located deep inside the marketplace. Although she is only 19 years old and has two children under four, she is able to have a business that helps her family. She began her business when she was just 17. She started by selling second-hand clothes, but she began selling maize when policies were liberalized. She explained that she buys from a lorry that brings the maize to the market and sells at wholesale prices. She then sells to other retailers and to those individuals who buy in small quantity. She feels that her competition emanates from two major sources. First, the number of other microbusinesses in the market is increasing, and secondly, supermarkets carry packages of maize meal that many people prefer. But, she adds, many Kenyans still prefer the dry maize kernels that she sells. Eveline says that last year she made a substantial profit with her business. And while she has not done as well this year, she feels that things will improve. She says that she is not going to let go of her

business just because her profits went down this year. She hopes her maize-trading business will grow, and perhaps she can increase the capacity of the second-hand clothing end of her enterprise, which she continues to maintain. Her success comes from her determination. She is certainly a role model for others who come to visit and who lend her their emotional support and encouragement as she supplies her customers in the marketplace.

As we were leaving the market after talking with Eveline, a



Eveline Anyango and her 3-year-old son at the Kibera market. Eveline sells maize and second-hand clothes at her microenterprise business.

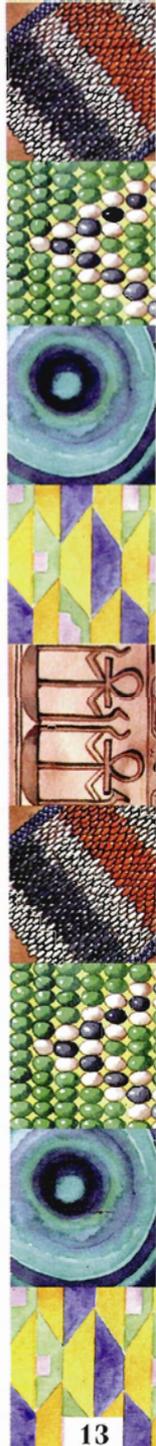


The lorry from which Eveline Anyango buys her maize at wholesale prices.

surprising sign caught our attention and caused us to stop at another maize dealer. While most advertised their maize for Ksh 40 to 45 a tin, this sign read Ksh 38. That was an appreciable saving for the buyer. There was, indeed, a small crowd around his area. As we approached him, Wachira Onesmus introduced himself, smiling and talking, and wanting to know if he could provide us with anything. He explained his venture as a maize wholesaler. He has been in business for only two months, but his profits have been tremendous — double those of Eveline Anyango.

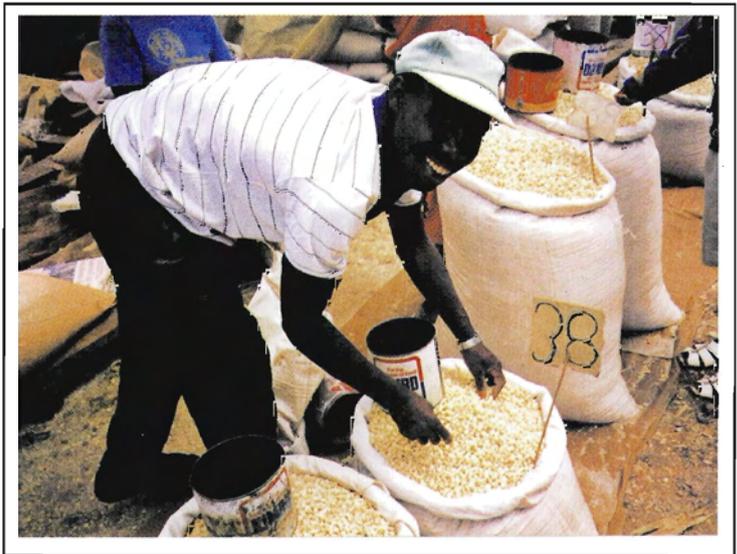
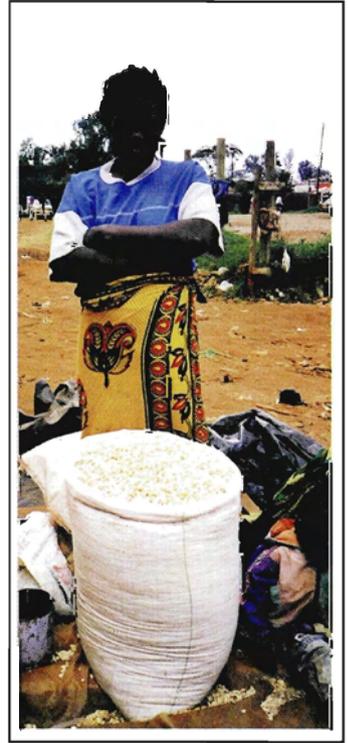
Before working in the Kibera market, Wachira worked at construction sites as a part of a team of builders. He says he

will be in the microbusiness world from now on. He says that he sets his price but that it is negotiable, and buyers know that they can make a better deal with him. He's only 24 years old, but he has landed himself a prime location in the marketplace, near the entry. He hawks his wares, getting the attention of buyers as they enter the market. He knows that his advertising strategy of putting a lower price on his sign attracts people. They stop and then he engages them in buying, selling, and bartering. He is able to beat his competition by the volume of people he deals with. He makes twice the profit at the entryway than Eveline makes in the interior of the marketplace. He has even figured out that he must set



his prices to correspond with the paydays of those who use this market. Mid-month and month-end are his most profitable times, and he plans his purchases accordingly. The key, it seems, to his phenomenal success is that he occupies a prime area in the marketplace. When asked how that came to be, since he is a relative newcomer to the area, he smiled and said he just asked the women who have spaces around him if he could squeeze in. They welcomed him and, as we spoke, they brought him lunch.

He has discovered that with his personality, vigilance, hard work and help from others, he can probably make it in this



Wachira Onesmus, maize wholesaler, at the Kibera market.

business. He looks forward to the day that he can expand, hire others, and move large amounts of maize and, eventually, other farm products.

Whatever it takes to help the smallholder should be pursued actively by those who can make a difference. When we asked Wachira his opinion about the changes in policy that had been taken to liberalize the maize market, he shrugged.

Eveline became involved in business because her husband, who is a government official, urged her to do so. Were it not that laws had been liberalized as a result of the work of the policy analysis team, this might not have been possible for her. She feels she is making a meager contribution to the welfare of her family, and she hopes that with time, her contribution will grow.

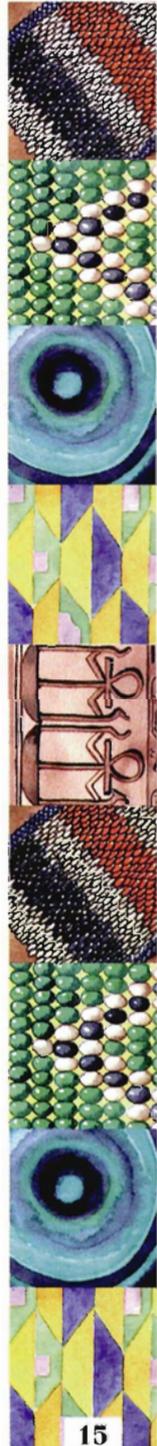
Wachira is a young man who is trying to find a niche for himself. Due to his charm, intelligence, and ability to analyze market trends, he has been able to carve out a lucrative and rewarding spot in the maize market. Although he is new at it, his marketing techniques are bringing in quite a handsome profit.

K-REP FOREVER!

Kenya Rural Enterprise Program (K-REP). A non-governmental organization supported by USAID to give loans to small businesses.

When Joseph M. Muigai stood to greet us as we entered his office, he almost filled the small room. At age 27, he is the proud owner and managing director of Decent Jomasama Agents, a land agent, letting agent, and estate management business located on Naivasha Road, opposite the Riruta Chief's Office and next to Precious Blood Girls High School. When Joseph dropped out of school in 1991, it was not due to lack of interest but rather poverty. His family was simply unable to pay the fees required, so he had no books and could not keep up with the formal lessons, but knew he would and could make it somehow, in some honest way.

He describes his first business venture as being at the bottom: selling charcoal, which he bought in bulk. Even then, he gave it all his energy, time, and resources, as he wanted to be the very best charcoal salesman around. While selling charcoal to earn the capital he needed to move





up to the next level of enterprise, he heard about K-REP and applied for a loan of Ksh 10,000. Receiving it enabled him to buy and sell full loads. He opened a kiosk and could store more charcoal, and he repaid the initial loan within six months. In 1994-95 Joseph started a grocery store in the space he occupied. That business flourished, and so he closed out the charcoal selling in 1995.

It was at this point that he applied to K-REP for his second loan of Ksh 25,000 which, he adds, he repaid within eight months. He used this loan to develop his store and to pay university fees for his sister, who is studying forestry. The store has continued to thrive. With the loan repaid, profits and savings being realized, and an excellent record of credit, Joseph applied for a third loan of Ksh 80,000. With this K-REP loan he intended to start a photo studio, but when he was unable to get the equipment he needed, he bought a piece of land instead. He also added tailoring services in his grocery shop. He has been able to hire one of his older brothers to run that operation for him.

He explains that the real estate business grew out of the fact

that by 1995, so many people knew and trusted him that he felt real estate was the right move for his next entrepreneurial venture. People he knew recommended him to their friends, and his business has grown well. He now has over 20 real estate clients. He disposes of properties, which brings him about Ksh 180,000 a year in profit. He charges a 10 percent collection fee for managing estates. That brings in an estimated Ksh 84,000 per month. Between the tailoring shop and the real estate business, Joseph is doing quite well, making good profits.

After six months, he had to hire a secretary because he was unable to leave the office, collect rents, manage properties, and take care of other office duties too. The real estate business is in its second year, and he has been able to increase the secretary's salary from Ksh 2,000 to Ksh 7,000 per month. He is pleased that she lives in the neighborhood and so can walk home for lunch. That cuts down on his overhead and what he has to pay for employee expenses. *"I feel so good,"* Joseph says, *"so great, not only for myself, but also for those I'm able to hire."*

Joseph is very busy between the 10th and 15th of every month, taking care of the properties. He may decide to get a motorbike or a car. All decisions of this sort must be carefully considered, he says. While the car may cost more, with maintenance and repairs to be budgeted for, it does afford more security and flexibility. On the other hand, a motorbike will allow him to get around traffic better, cover more territory in less time, and certainly cost less to maintain. But Joseph carefully explains that his business is tough, because he can be involved only with those in whom he has absolute trust. Right now that is mainly family members. Some clients come to the office to pay their rent; for others, he must go out to make the collections. He

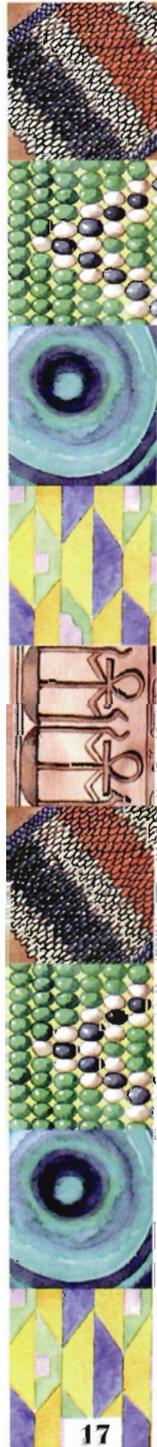


His real estate business grew out of the fact that by 1995, so many people knew and trusted him.

cannot afford to have any slip-ups in his accountability to clients or creditors. He feels the responsibility that others have entrusted him with, and he intends to uphold it.



Joseph, looking very prosperous, says "If you're patient, you'll make it." Surely he's well on his way.



NEW DAY AT THE BLUE MOON SALON

Joseph breaks into a huge smile as he says, “K-REP should be here to stay. Banks cannot give loans to those who have no securities. Microentrepreneurs do not have securities. K-REP is the only place we can get funds. Bank interest is up to 30 or 32 percent. K-REP offers low interest on a loan, of 18.85% on the reducing balance. USAID is to be remembered forever in Kenya.”

“Society,” Joseph laments, “deserves honest people in government.” He would like to see more proper management of the economy. Eventually, he says he may enter the political arena, where he could contribute in setting up better economic management policies. Joseph reflected on how much he was assisted in getting on his feet through the loans he was able to secure from K-REP. He says it has changed his life, and that of his family. Eventually, he plans to have enough money to be able to return to school, while still maintaining his business.

Joseph, wearing his red power-tie and dark business suit, was already looking very prosperous. His parting words: “If you’re patient, you’ll make it.” Surely he’s well on his way.

This success story must be framed in the context of new culture, expectations, self-image, professionalism, and competitiveness of women in Kenya, not so much as others view them but mainly as they see themselves. This success story is not only about Susan; it is much broader than that. It is about the women of Kawangware, the surrounding urban and rural areas, the nation of Kenya, the continent of Africa, and the world. So much has changed for women. They see themselves as workers, professionals, wage earners, who can afford, and, increasingly, take the time to look and feel as good as they can. Those who can afford to pay for services, do so. Those are the women that Susan’s thriving microenterprise business caters for. The success of her business has to do with paradigm shifts in the economy, impacts of modern lifestyles, and entrepreneurial spirit for women around the globe.

Quite simply, more women may now feel they can indulge in pampering themselves. Susan is most successful in

offering and delivering those services, according to her profits. Massages are commonplace in this part of the world — probably being brought into existence by the proximity to Asia, where massage is prevalent. All social and economic classes engage in this activity. It's almost like having a personal trainer or a physical therapist, or a membership in a health club or fitness center, which in the U. S. is growing in popularity. As life expectancy rises and the population ages, health and fitness become more talked about in circles where, as people reach middle age and beyond, they are planning a long future for themselves.

In the small suburb of Nairobi called Kawangware, Susan Kinyanjui greets passers-by from the doorway of her beauty salon. She is the mother of three girls, ages 18, 13, and 8, and a boy, age 15. Susan has owned and operated the Blue Moon Salon since 1987. She started her small business with Ksh 10,000 that her husband gave her. It was six years later before she was able to afford a hair dryer. Finally, in 1993, she was able to qualify for a K-REP loan of Ksh 10,000. The loan enabled her to expand her shop space and to buy more hair-care products and equipment,

which made it possible for her to expand her services. This loan, Susan proudly announces, was repaid within six months.

With her next K-REP loan of Ksh 25,000, Susan added on a boutique, expanding her shop space and beginning to sell dresses and other items of clothing. She repaid this loan within eight months. Again she returned to K-REP for another loan; this time she asked for and received Ksh 120,000. With it, she added on a massage room, repaying the loan within one year. Susan's earnings, savings, and credit grew steadily, and her next K-REP loan, in 1995, was for Ksh 200,000 with plans to purchase exercise equipment. Things did not work out for the purchase of the equipment, so instead Susan started another beauty salon five kilometers away, in Kangemi, where she and her family live, and where her parents live. Her sister manages this other shop and has hired two women to help there. Susan has four women working in her Kawangware shop now. So she alone has hired seven people for her business operations within a 10-year period.

Susan explains that she was inspired by a friend who owns

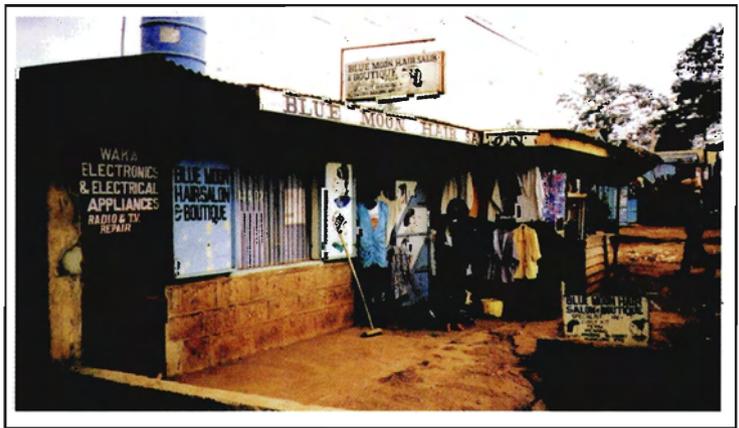


a hair salon. She always admired the woman, and liked watching her work, creating hair styles, and decided she wanted also to do that kind of work in a shop of her own. Her husband agreed to make the start-up investment. Her business enables her to fulfill a dream.

About a year ago she instituted a student training program in her shop. She recruits young women from the town, and, much as her friend did with her, she exposes them to the business, acts as a role model for them, and allows them to work under her supervision in the shop. She has guided the training program for the past year and considers it a successful addition to her business; it also broadens her visibility and contacts within

the community. She feels as though this outreach effort is a very positive aspect of her business growth. There were many young women in the shop when we went to interview Susan — her staff and the apprentices who are learning from her as she did from another.

Susan is very grateful to both her husband and the officials at K-REP and USAID for the start-up money and the subsequent loans that allowed her to expand her business and allowed it — and, she adds, herself — to grow. She is a happy woman, content with the growing responsibilities she has compiled. The successful businesses are profiting her financially, and they satisfy her needs and dreams in many ways.



Mrs. Susan Kinyanjui, owner of the Blue Moon Salon in Kawangware, explains that her business has been able to expand through the help of K-REP and USAID.

K-REP IN KAWANGWARE

In December of 1993, Mrs. Sophy W. Wanjohi was a primary school teacher in mathematics, science, and religious education. She loved working with the students, but that month, with downsizing, she became redundant. The following month, with the assistance and expertise of her husband, an accountant in Nairobi, Mrs. Sophy Wanjohi started a microenterprise. She describes it as a wholesale business, which at first had very few items in the inventory. She really did not know where to get materials, she confesses. She began with maize and BAT cigarettes. She transported these items to retail shops in the area and took them by bicycle to customers farther away. She made trips to manufacturers to get the supplies for her shop at the lowest prices possible. She says it was very hard at first.

Toward the end of the first year in business, Mrs. Wanjohi found out about K-REP and the possibility of a loan that would enable her to purchase more supplies for her store and increase her meager inventory. She joined a business self-help group, and through the group she applied

for a loan from K-REP. Shortly afterwards, she was given a Ksh 20,000 loan. She paid it back within three months, and then she applied for another Ksh 60,000 loan, which she also repaid within three months. Mrs. Wanjohi says it was the third loan from K-REP that really helped me. It was for Ksh 300,000, and it enabled her to start distributing Kibuku, a popular, traditional-style liquor. She repaid this loan within 12 months, in 1997.

In the same year, Mrs. Wanjohi was awarded a Ksh 500,000 loan to start a transport business. She bought a truck and can now transport building materials and general hardware to merchants and construction companies. She sells everything to anyone who builds anything, she proudly states. She has also increased her supply and sales of cigarettes.

Now she is saving for another truck. The truck will enable her to make increased sales on larger-scale construction items. One of her big challenges still is knowing where to get supplies. She says that it is necessary to devote lots of time to research into marketing and to search for suppliers with good quality products at competitive prices.



Fifteen employees now work for Mrs. Sophy Wanjohi. She is pleased that she is able to provide employment for so many others. She says that building her business has been hard work; the hardest part is to overcome the competition. That's why she has diversified from her beginning, when she concentrated on five products.

hard, and see yourself succeeding, not failing. There is a lot of sacrifice at first, until things get going.” Mrs. Wanjohi says, “Please tell women about K-REP. Many want to start a business, but do not know how to go about it, and usually they lack the capital to start up. K-REP is the only way to get going.”



Mrs. Sophy Wanjohi (left) with USAID and K-REP representatives outside her Kibuku depot, explaining how she benefited from the loans that USAID made available through K-REP.

One business strategy that helps is being quick. When customers call for supplies, she tries to deliver them right away. The truck, therefore, has really helped out. But for the smaller jobs, bicycles are better, as they require far less costly maintenance.

Advice from Mrs. Sophy Wanjohi, a very soft-spoken woman, is, *“Do not fear. Work*

She had a suggestion for the K-REP area manager, Lucy Opiyo, who accompanied us on the interview. Mrs. Wanjohi asked her if it is possible that the K-REP repayment policy be reviewed, to allow a one-month grace period after receipt of the loan before repayment must begin. As it now stands, Mrs. Wanjohi explains, it takes a while for the loan to be disbursed, but

repayment must begin immediately. It would be a great help if there were a bit of a break. Ms. Opiyo said she would bring this recommended policy change up at the next meeting. Mrs. Wanjohi noted that she has always had excellent response from K-REP and it has afforded her real opportunities. She is thankful that USAID began this great support scheme for micro enterprise entrepreneurs.

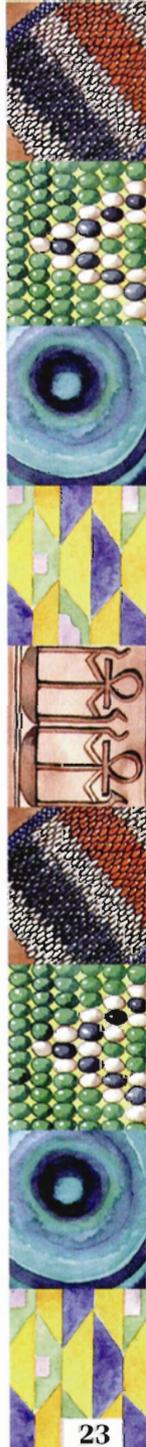
USAID'S ROAD PROGRAM LEAVES A LEGACY FOR GENERATIONS TO COME

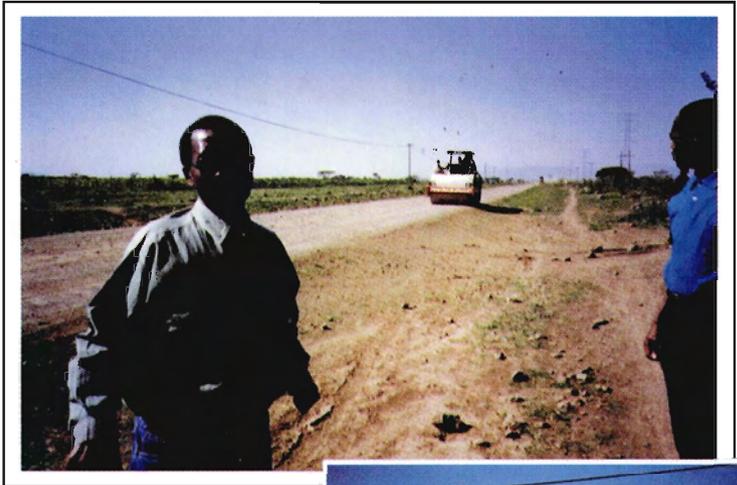
"The Kenya Market Development Project will be remembered for generations. We are ever so grateful." These words were spoken by Mr. David Muindi, a Kenyan farmer from the Mbogoini Division. He continued, "We will never forget this man, Mr. Christopher Kipkegei, of the Nakuru District Works Office, Ministry of Agriculture, Livestock Development, and Marketing." Mr. Muindi spoke on behalf of his fellow farm neighbors, standing before a group assembled at Maseno

Shopping Center in the heart of Nakuru District. He was speaking of the reconstruction of the 47km. Solai-Subukia road, another USAID project.

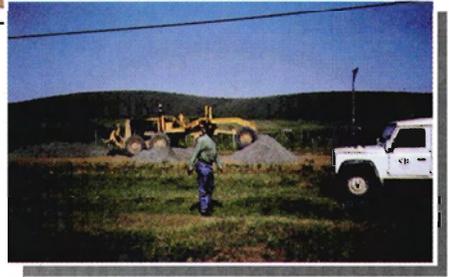
"It's a very busy road: Subukia-Lower Solai-Solai," Mr. Kipkegei fills in briefly on the project's history. In 1991, an appraisal was completed for a rural road that would address the needs of a densely populated area. It had to be capable of handling the traffic of high-yield agricultural and livestock microbusinesses, commercial enterprises and the ordinary usage of many households. The vision of USAID in funding the project for \$500,000 was to increase commercialization of smallholder agriculture in these districts, which would fulfill its strategic objective 2.

In March 1992, the project began under a contract with the Access Construction Company. In the middle of the one-year contract, erosion destroyed part of the road. The engineers had to go back to the drawing board and alter their original design. The road and other USAID assisted roads under the Kenya Market Development Program were constructed according to international contract standards. They are still in place. The contract was





Mr. James Kigathi, an engineer with USAID, inspects a road under construction in the Rift Valley. USAID is committed to ensuring that U.S. government funds are well utilized.



completed in October 1996, at a cost of \$600,000.

Included in Mr. Kipkeigei's audience, standing under the July midday sun, were Kenya government officials, USAID officials, Assistant Chief Kirui of Subukia, elders, and small-scale farmers of this region in the Rift Valley. Over six million people live in this area. The farmers had been notified to come to this forum, where they could express themselves about the roads and how they affect them, as smallholders of this area. About 20 came. They represented various smal-

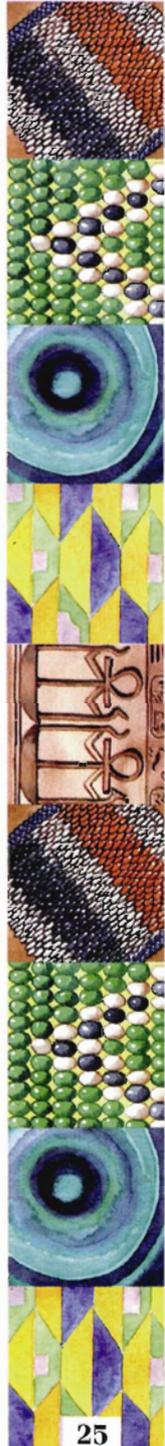
holder activities in horticulture, livestock, dairy, and agriculture. Farmers here stated that they wanted and needed marketing outlets, market research and other services, and they needed access to other markets, which this road provides. Mr. Livingstone Nbiema, of the Agricultural Assistance Office, added that the Solai area farmers are second only to Kitale in being the highest producers of maize in Kenya. As additionally the area has a very high traffic flow, road construction for it was a priority. He is pleased that life

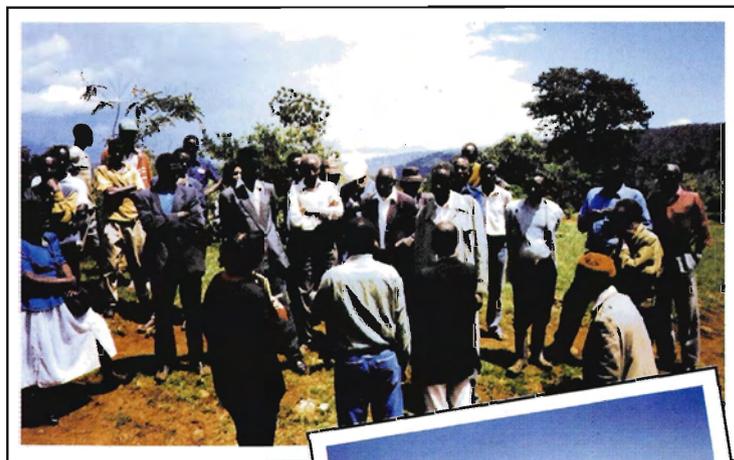
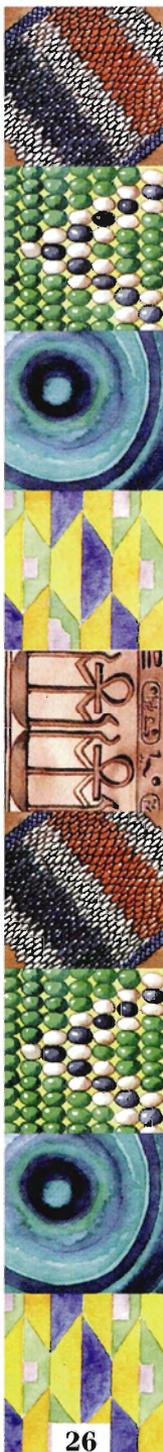
has changed so favorably for the families of the area.

The average person can imagine neither what it would be like without the road — nor what it is like with the road. Over miles and miles of countryside are cultivated fields, primarily growing maize and varieties of beans. From Nakuru to Subukia, the road is finished with tarmac. This section of the road was not a part of the rural road project. We passed a sign that indicated that we were crossing the equator. The gravel rural road begins in the Subukia area. Traveling on it is difficult. As the elders pointed out, it needs maintenance and it is not usable for several months of the year, during the rainy season. Nonetheless, they are grateful for what they have. They have received assurances from government officials that necessary maintenance and repairs will be carried out immediately. Although road maintenance must always go on, everyone agrees that the road will be sustained forever — perhaps with eventual upgrades. USAID partners in the development and investment community seem willing to make plans and allocate resources to improve further the road program.

Just imagine that you are a farmer or smallholder wanting to cultivate, grow, or build capacity on your holdings. Or just imagine that you want to go to Nakuru for medical service but have no avenue to get there — that is, no road. You would have to walk or ride a bicycle. You could, therefore, transport only what you could carry by hand, balance on an animal, or load on a wagon. Not anything too big or bulky. Nor could you transport any volume of goods at one time. Many people are still transporting their wares in containers balanced on their heads, or in large baskets supported by a strap across the forehead, or by bicycle or donkey.

There are herds of cows, sheep, goats, there are children waving, and bicyclists laboring up the hills as we travel along the bumpy road. Having access to a road, no matter how crude it may seem by western standards, is a means of livelihood for an individual, a family, a community. As the provincial roads engineer, Mr. Kenneth Mudulia, says, *“Everybody benefits. The roads project has had an impact on the farmers, the traders, hotel business, health centers, the schools. Government administration functions. The police are*





Farmers of Nakuru District gather to express their gratitude for the construction of the rural road that has increased commercialization of smallholder agriculture and natural resource management.



USAID representatives meet government officials in Nakuru to discuss the Subukia-Solai road project.

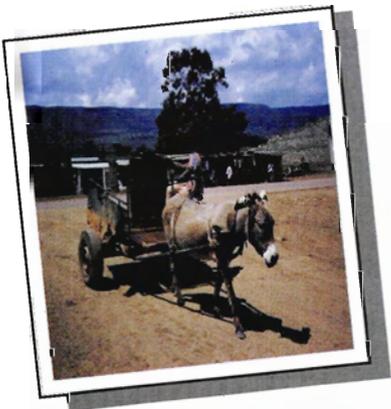
assisted in combating crime, which encourages business to come to the area. And the businesses need well-maintained roads."

"It's good for business," Mr. Mudulia and Mr. Kipkeigei agree. The official evaluation report indicates that coincidentally during the road project in Nakuru District, the cultivated area has doubled, with the bean area doubling, and the maize area increasing three times over what it had been. At the community meeting, several of the men who had benefited from the

road project spoke up. They were eager to express how grateful they were for those who developed the plans for the road, those who provided the funding for the road, and those who labored in actually rebuilding the road. The meeting was filled with spoken emotion. One of the elders spoke of how the road project is something that the people of this district tell their children, and the story will be passed on through the ages.

It is a legacy, and they will always remember . . .

“There is a huge difference since the road was reconstructed in the amount farmers are able to sell, buy, farm . . . and profit. This project will be remembered for generations.” Nodding in agreement were other farming colleagues: James Kimosop, Godfrey Mureithi, John Barsegichi, and Christopher Kigunju, all smallholder farmers in the region, with 5 to 10 acres each. *“Before the new road, there was no way to market our produce. Now it is possible. We are doing it. We will never forget. . . .”*



Many forms of transportation travel the rural road. USAID is working toward improving the transport network in all districts in Kenya.

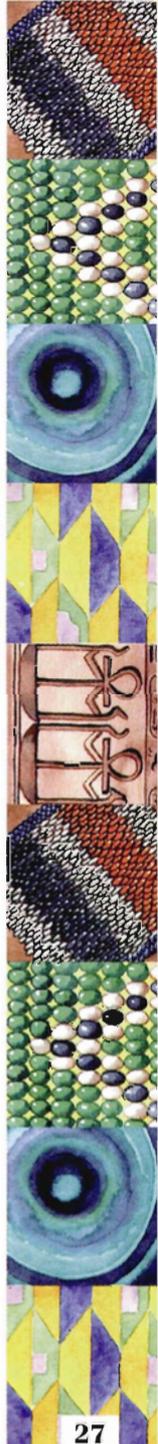
ENABLING 'MY WAY'

Mrs. Rose Mukindia, farmer and microentrepreneur, Nakuru District.

A sign is posted on the window grill, easily seen as one enters the small shop owned by Mrs. Rose Mukindia. It reads:

There is only one success in life: to be able to spend your life in your own way.

Mrs. Mukindia is living her life in her own way. She says the reconstruction of the road in Nakuru District, part of the rural road project funded by USAID, has changed her life. She has always lived in this fertile area of the Rift Valley. She has been a farmer, using produce that she grew to feed her family. When the road was first reconstructed in 1992, only one vehicle passed her farm each day, usually around 4 a.m., to take produce to the market. Now, as the road develops, many vehicles now ply the route, and produce can be transported almost any day, at almost any time.



In Subukia . . .

Before the road's reconstruction, Mrs. Mukindia used to have to sell her excess harvest to a middleman. There was no other option. She could not get to the market herself. The middleman transported her goods by bicycle, so it meant that not much could be taken to the market at any one time. Now from August through

February she brings her harvest to her own shop, where she sells it herself. In stocking the shop, she supplements what she grows on her farm with produce from other farms in the area: oranges, passion fruit, avocados, papaya, and tomatoes. She buys her seeds here in the Subukia Shopping Center. During the off-season in March to July, she still sells the other items she has in the shop, such as sugar, sweets, and soft drinks.

Mrs. Mukindia chuckles when asked the name of her shop. She says she is so busy with her farm duties and business at the shop that she has not had time to name it. *"That will*



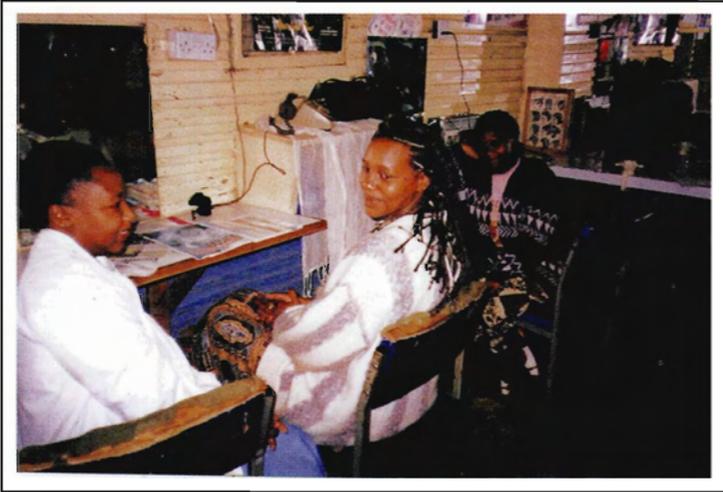
Rose Mukindia shares her success story with Dr. Sandra Johnson, USAID consultant, and with Mrs. Rebecca Chebii of the Ministry of Agriculture and Livestock Development Marketing in Nakuru District.

come," she says. She's only had the shop for three years.

This road is what she wants to speak about — to let everyone know what a big change it has made for small-scale businesses, for the people, young and old, of the villages, and for the smallholder farmers. *"Customers are able now to get here from great distances. They come from Nyamamithi, Majitamu, Solai, and Nakuru. Our produce is good. They now enjoy being able to come and buy it. We are better able to stock the shop and to provide for their needs. We are happy."*

Current and future entrepreneurs

In Kawangware . . .



Mrs. Kinyanjui's apprentices at the salon. Once they are trained, Susan can expand her business even more.

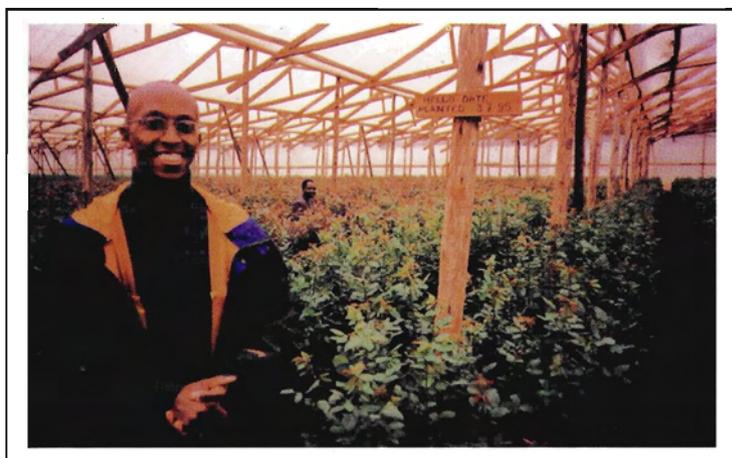
“EVERY DAY THERE IS HARVESTING”

James N. R. Gethenji, Kibingo Roses, Nairobi.

There was a lingering mist hanging over the countryside as we arrived at the farm that Mr. James N. R. Gethenji managed. His brother Fred is the operating manager, and together their business is known as Kibingo Roses Limited, symbolically meaning ‘gate’ or ‘village’ in a local language. Jimmy, as he is called, is an expert in applied biology and in marketing, having earned degrees in

those areas from the University of East London and the Charlotte Institute of Marketing in the United Kingdom. Jimmy explains that this farmland has been in the family for many years. When he and his brother decided, in July 1995, to dig up some of the coffee to plant flowers, it created quite a family stir. But their decision to diversify was based on solid research and on price fluctuations in the coffee market. Their mother cried, and she refused to visit the farm, relenting only after their first flower harvest. Their father had advised them that, for security, they should always grow coffee. It was a





Mr. James Gethenji, manager of Kihingo Roses, is delighted to have diversified part of the coffee farm to cultivate roses. He is pictured here with Hello, one of the successful varieties imported from France.

big step for them to change. However, they did leave several acres devoted to coffee, Jimmy explains with a smile.

There are other key people who contribute to the daily operation of this growing microenterprise. Peter, who is the farm manager, is a horticulture expert with experience in various aspects of the rose production business. Njangi, who is the irrigation specialist, oversees the drip irrigation system, which is designed to conserve water, dripping it at just the right time and in the exact quantity needed, with the right amount of fertilizer delivered to the rosebed.

The overhead drip-irrigation technique came into the forefront with flower growers through a project of the Kenya Agriculture Research Institute that USAID funded. It is a technique rapidly becoming more widely used.

The Gethenji brothers have made a dam on the farm to control and conserve water. Rainwater from the greenhouses roofs is funneled into the dam, pumped into tanks, mixed with fertilizers, and re-used. Both laborers and technicians maintain the beds. The laborers weed by hand. Everything dealing with rose plant care is carried out manually, nothing really can be mechanized, the plant is

too fragile. Because Jimmy uses French-bred seed varieties from the Meilland a technical consultant is available to Kihingo Roses and occasionally comes from France to provide on-site advice. The varieties are owned by the French company. Jimmy is credited with introducing this breed of roses in Kenya, and he represents the Meilland Company's interests in the country.

According to Mr. Gethenji, *"Every day there is harvesting of roses — thanks to USAID assistance."*

Grown on the 7.5 acre rose farm, are eight commercial varieties of roses. One, named Grand Gala, is known to be a great producer. Unlike other roses, it has virtually no thorns. Since humidity is an important element for growing roses, the growers must frequently create humidity. Once the roses are harvested, they must be 'put to sleep' until they get close to their destination. This is accomplished by putting the roses in the cold storage area for about four hours. They are then removed from refrigeration, graded, sorted, sized, and returned to cold



Mr. Gethenji demonstrates the natural resource management techniques he is using at his rose export business to Mrs. Lucy Waithaka, chief executive, and Mr. Chris Mukindia, field technical manager, of Fresh Produce Exporters Association of Kenya—a USAID-funded NGO that provides technical assistance to smallholders





storage. The packers put them in boxes carefully. They are taken by insulated truck to the airport. Jimmy's farm is located only about half an hour from the airport, so he is able to hand over his produce quickly to the freight agent, who handles it from there. The airplane is temperature controlled, not pressurized, so the flowers can survive the ride. Jimmy says that most of the time when he sends the roses off, he does not know precisely what price they will bring as price is set at the auction. Sometimes even the beauty of the stem helps determine the price. When asked about the biggest challenge of his business, Jimmy replied that it was raising capital — so much depends on it. The second biggest challenge is getting the cold storage just right, as that is the essence of success in dealing with this delicate product.

Although his selection can grow in France, Jimmy explains that there is a 'natural' advantage to growing in Kenya. The climate is much more stable. Growing the delicate roses in the greenhouse protects them from adverse conditions and controls their environment, with less risk of pests and disease. When it is necessary

to control pests and diseases, workers wear special gear as they spray pesticides and fungicides throughout the beds.

"Research is critically important in this business," Jimmy explains, as flower production appears to be declining in Europe for a variety of reasons. But the demand is still there, and labor costs are rising in Europe. On the other hand, jet fuel costs, which the exporter must consider, are also high. Jimmy, as a smallholder, has studied the flower market, and he feels that the timing is right for their business to thrive.

In one of the Kihingo greenhouses, which covers one acre, grow four varieties of roses: Starlight, Hello, Pareo, and Royal Velvet. They sell the relatively low-producing Royal Velvet in South Africa, a market that has recently opened to them. From June to August, there is business in South Africa, where it is winter. Roses sold in South Africa are sent directly to the importer or wholesaler, who sells to the retailer, who sells to the customer. Then from September to April or May, the roses go to the northern hemisphere. Thus, every day there is harvesting. Kihingo

Roses is dynamic; expectations are high; there is always something going on there.

Jimmy Gethenji is only 30 years old; brother Fred is 32. What a success they are, in diversifying and building capacity into the family's coffee business, having the knowledge and skills to make informed decisions about all aspects of their thriving rose enterprise. They are magnificent role models for the young people of Kenya, and for other youth, wherever the brothers or their produce may venture around the world.

The USAID funded Kenya Export Development Support program (KEDS) supports projects that benefit

smallholders in the private sector so as to strengthen their competitiveness in the export marketplace. KEDS assisted Kihingo Roses.

THE KIMANIS OF LIMURU: DOING THINGS AT THE RIGHT TIME

In 1989, Mr. Arthur Kimani started growing flowers with 16 beds. The Kimanis, Arthur and Jane, now have 120 beds spread over 12 acres. They are the owners of Maua Park, Ltd., exporting flowers from Limuru. Jane Kimani talks of the big decision they made to diversify and change their primary crop from vegetables



Arthur Kimani would like FPEAK to assist in forming a co-operative of flower exporters who can purchase an aircraft that will aid flower export operations.

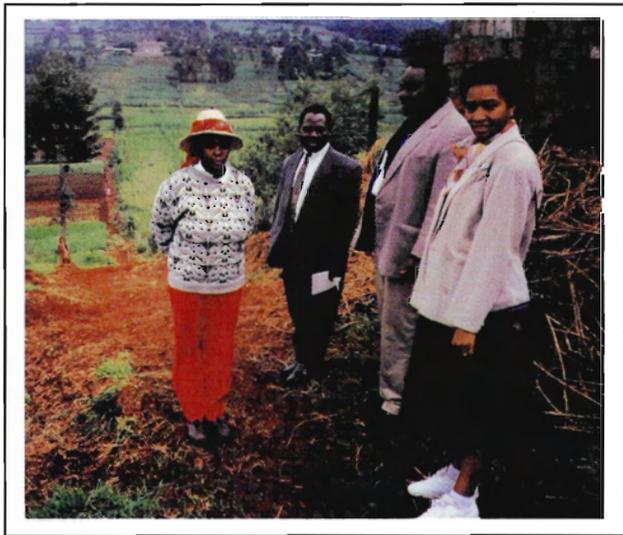


to flowers. In talking with this animated couple, one realizes that every aspect of flower planting, growing, sending, selling, and every step in between has been researched, documented and evaluated so that improvements can be made in the next season. Their stock comes from Holland and Israel, and they sell their flowers in the Netherlands and the United Kingdom. They use the overhead drip-irrigation technique.

Twenty thousand flowers are growing in the beds. It is probably the last year for the alstro-emeria; since 1994, the Kimanis have preferred hypericum. The flower exporting business, the

Kimanis explain, requires careful thought, research, and planning because of the delicate nature of the product. They are looking for high-quality flowers that require low maintenance and less labor. The most harmful disease, they say, is rust. They remind us that some flowers need 18 hours of light, in which case they must, then, be grown under artificial light.

The Kimanis must consider packing and shipping as well. Shipping is the issue Mr. Kimani seems most concerned about. Maua Park is a member of the Fresh Produce Exporters Association of Kenya (FPEAK), through the Kenya Export Development Support



Jane and Arthur (2nd rt) Kimani discuss planting/harvesting strategies with Chris Mukindia (2nd lt) and Lucy Waitthaka (rt) of FPEAK.

program (KEDS). Through KEDS and FPEAK projects that USAID has funded, the Kimanis receive technical assistance and flower marketing information that facilitate their business operations. This information is critical in their attempts to diversify in the flowers they make available to their buyers. They also lobby in collaboration with others for better terms with value-added tax (VAT). Mr. Kimani is especially interested in lobbying, through the association, for group air freight rates — even the possibility of group purchase or lease of air transportation. He would like the independence that having his own airplane would afford.

One gets the feeling that it will happen for him because of his well-researched, positive statements on the flower business and his ability to demonstrate the need for fast, economical air service. He also wants to develop a newsletter that will serve as an organizing tool in seminars for flower growers, co-ordinate flower buyers and sellers, and provide information on issues of interest to flower businesses, for example, on pesticides, fertilizers, and irrigation.

Mrs. Kimani used to be a secretary at a prominent hotel in downtown Nairobi. She thoroughly enjoys the flower business, in which she became involved after her marriage. She loves being self-employed and explains that flower exporting is *“exciting international business.”* She goes to exhibitions, seminars, and buying and marketing trips in many countries. She depends on information received from an international group of breeders, shippers, and buyers. She appreciates the technical assistance of FPEAK. *“This business helps you to formulate, develop, and know your place not only in the country but in the world. The market requires your place and depends on it, especially when the weather is cold on the other side,”* Jane Kimani explains.

The Kimanis are most interested in maintaining the excellent quality of their products. Flower prices, then, will be good, they say. Their reputation in the flower export community means everything. But they both knowingly add *“Good quality comes from doing things at the right time.”* And in seeing their operation, one gets the feeling they know exactly when that is.



PAY ATTENTION

**Mrs. Rebecca C. Kotut,
Executive Director, Karen
Roses Ltd., Nairobi.**

Karen Roses Ltd., was established in 1990 with almost five acres of planted roses. Within seven years it more than doubled in capacity and it is now a leading rose-growing and exporting company in Kenya. The company derives its name from its location in the Karen suburb of Nairobi.

Mrs. Kotut's massive operation employs up to 200 people, and she has recently begun another large rose-growing operation farther up-country, employing another 150 people. She plans to further

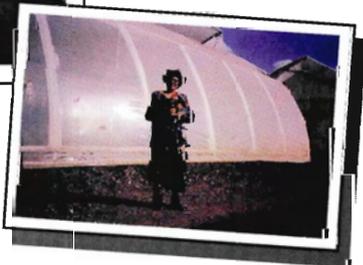
increase the volume of roses and to diversify into other flower varieties including carnations, lisianthus, and a range of summer flowers. She says that, as a former teacher of biology and physical education, she decided to go into the business with "an old-fashioned flower" and then diversify. She emphasized that quality is everything, but even reliable customers want something different now and then.

Her first plantings were done in soil. But now she uses tuff — a high-tech growing material composed of small, volcanic gravel stones. Karen Roses is the only flower project in Kenya to grow its products commercially in this material. The breeders for her operation are in Israel,



Dr Sandra Johnson stands in front of a greenhouse shelter at "Karen Roses Ltd." Variation is the key to keeping customers excited about this product.

Critical to the flower exporters is what occurs in the cold storage room, between cold storage and transport, and on the way to the auction.



Germany, and Holland. Her roses are abundant, with grand harvests every year. Her motto: "Pay attention." She, along with her technical manager, heeds this advice in all aspects of the business. Of the eight varieties of roses they grow, First Red and Kiss are the most popular. They express fond appreciation to USAID-funded FPEAK for their technical assistance and attention, necessary for this massive operation.

The 10 greenhouse shelters of Karen Roses are often used in flower export-marketing brochures. Some are natural in color and some pink, and Mrs. Kotut says that research



Chris Mukindia and Lucy Waithaka of FPEAK admire "Karen" roses grown under the watchful eye of Mrs. Rebecca C. Kotut, Executive Director

on levels of light filtration does not show a difference between the two in either flower coloration or yield. A sophisticated drip-irrigation system ensures that each rose

bush gets exactly the right quantity of water and chemical fertilizer, wherever and whenever necessary. So many roses are produced that in season they are harvested three times per day to ensure that they are picked at exactly the right opening stage for each export market. The roses are shipped in boxes attractively designed for long stems.

The roses are inspected by personnel from the Ministry of Agriculture to validate the international quality necessary. Export documents are processed by the customs office, and the Horticultural Crop Development Authority of Kenya.

Karen Roses sells through auction in Holland as well as through direct international buyers. The main markets are Holland, England, Sweden, Finland, Belgium, Germany, Switzerland, Italy, Russia, South Africa, Dubai, United Arab Emirates, Saudi Arabia,

Reunion Isles, Austria, and Japan.

"There is a lot to pay attention to," Mrs. Kotut knowingly adds.





Reduce fertility and the risk of HIV/AIDS transmission through a sustainable, integrated program of family planning and health services

Under its Population and Health program, USAID helps educate people about the importance of family planning, HIV/AIDS and child survival. It also gives them an opportunity to improve their lives by using the facilities like the family health clinics that USAID has set up through various NGOs.

The following success stories give examples of how this program benefits families.

AFRICAN TRADITIONS: GETTING US TO LISTEN TO MESSAGES ABOUT FAMILY PLANNING AND HIV/AIDS.

Listen and lead safer, healthier lives

In the traditional African home in Kenya, parents

passed important messages to children through songs, dances, and storytelling. Esther Wanjiru recalls with nostalgia, how, as a young Kikuyu girl, she tilled the land during the day and spent her evenings listening to stories her grandmother told, advice from visiting aunts, and songs her mother sang. The songs and stories always carried important messages in metaphor that enhanced the tellers' advice. *"We were advised and we listened. We learned from our parents and grandparents about our roots, our family lineage and our traditions. We were told how my mother met my father during a song and dance session and how my grandmother never knew her husband until the day she was taken to his home (it was a typical arranged marriage). What I cherish from that past is the amount of knowledge that was imparted to us through songs and stories. How I wish we could have maintained this. Our lifestyle*



USAID Project officers on a field monitoring visit with community health workers in Central Kenya.

has changed, and my children do not have their granny around to listen to the way I did. However, song and dance still persist in our communities and they are still used as an effective way to communicate with schools, during national days, and at social functions."

USAID funds a community-based distribution (CBD) program through a grant to the PCEA Chogoria Hospital in Tharaka-Nithi District. CBD agents use song and dance, as well as home visits, to send messages in local languages on family planning and HIV/AIDS to their local communities. Esther observed a local folk-media group of men and women dressed in traditional attire that used song

and dance to present serious messages to children, youth and their parents. The songs told of the horrors of contracting HIV/AIDS and the need to change behavior; the necessity of planning one's family and practising child-spacing; the need to decrease high-risk behavior, such as excessive drinking; and the positive attributes of 'safe sex'.

"It reminded me of my youthful days on the slopes of the Aberdares," Esther said. The folk-media group also entertains people at local *barazas* (meetings) where the messages are passed to the local leaders, who can spread them through the community.

Another USAID-funded



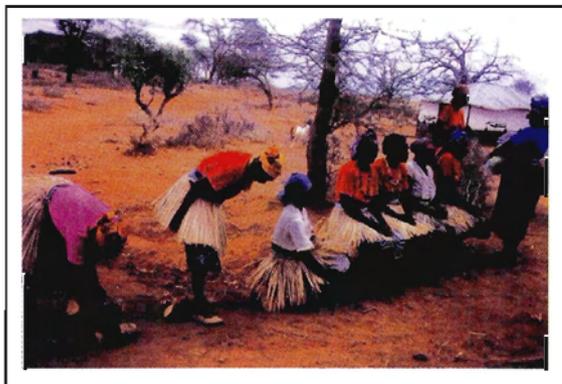


program is Artnet Waves, which uses plays and poems to pass the HIV/AIDS messages to the community, particularly its youth, through theater. Artnet Waves coordinates groups of artists who perform in theaters and schools in Nairobi and rural towns.

Their messages about changing behavior have encouraged youth to openly discuss the use of condoms and other interventions as a means of reducing the risk of contracting AIDS. At a recent workshop, Artnet Waves presented a play called “How I Wish They Could Listen”, narrated by an old woman who tried to advise her children about using condoms for AIDS prevention (just as she and her agetmates had been advised by their aunties and grannies about responsible sexual and adult

behavior). In the play, the children did not listen to her. In the end, the people she had known for years died of AIDS, including professional people, manual laborers — and her own daughter, Ciru. She laments that she has no grandchildren, and that she is left alone in misery. She ends her solo with a bitter cry: “*I wish they had listened . . .*”, highlighting the message that AIDS does not discriminate among class or rank and is a disease affecting the entire society and that can affect every family.

Esther, the CDB agents and Artnet Waves actors are telling us that “we must listen”. Innovative USAID-funded interventions, such as song, dance, storytelling and theater, can demystify AIDS and family planning and enable people to lead safer, healthier lives.



Women in Western Kenya demonstrating HIV/AIDS awareness through song and dance.

WHAT COMMUNITY: BASED DISTRIBUTION MEANS TO THARAKA-NITHI

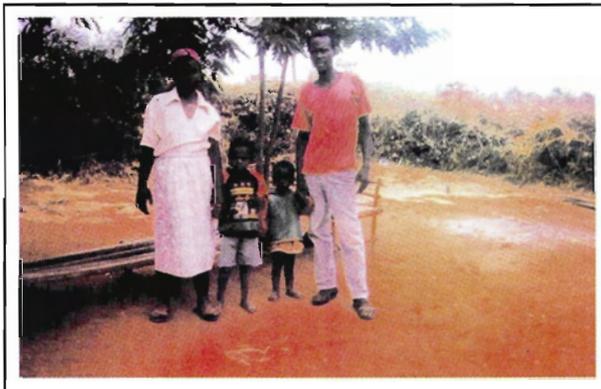
Community-based distribution (CBD) is a USAID-sponsored program that relies on members of the community (either salaried or volunteer), who are trained to provide family planning services and information to members within their communities. CBD agents visit locations such as villages, markets, and homes at least once a month.

After a CBD program began in Tharaka, many people became educated on the importance of family planning. Currently, CBD agents meet

and counsel couples on family planning, sexually transmitted diseases, HIV/AIDS, nutrition and immunization. However, families in Tharaka, on average, still have more than 10 children.

Nkirote Nungania, who comes from a family of 15 children, lives in Tharaka with her husband and four children. Lucy Karimi, the CBD agent in Nkirote's village, meets with Nkirote and her family twice a month to provide family planning information and contraceptives. Nkirote says Lucy has become not only a friend but someone she and her family respect and depend on. By using family planning, Nkirote has spaced her children, and her husband has agreed to have a vasectomy.

As women are the primary caretakers of children, they



One of the families that has benefited from USAID's family health program.





spend most of their time within the home. Now that the CBD program has made family planning accessible for Nkirote and her family, she has more time to participate in activities outside the home that help with the family income. Nkirote says, overall, *“My family and I are healthier and happier now, and we can give our children better food and education than can our neighbors with large families.”*

The CBD program has definitely played a role in increasing the accessibility of family planning for people in Tharaka. However, many families in the area still have no knowledge of the benefits of family planning or access to it. In 1995, when Tharaka suffered a severe drought, children from many large families became malnourished or died because of the severe food shortage. Lucy says the CBD program will soon expand to provide family planning facilities and information in remote areas where people are far from a health facility. With better accessibility provided by CBDs, more families in Tharaka can benefit from family planning as Nkirote and her family have done.

THE POSITIVE IMPACT OF FAMILY PLANNING COUNSELING: INTEGRATING FAMILY PLANNING WITH POST- ABORTION CARE

Sister Mary has been working at the Nyeri Provincial General Hospital for 10 years. For the past four years, she has been posted in Ward 12, the gynecological ward. She felt her job was depressing and she was seriously thinking of finding another. Almost 50 percent of Ward 12 patients were there because of abortion. Many young women came to the hospital with incomplete abortions, excessive bleeding, and cramping of the abdomen. Many had been hospitalized before for the same condition. It was apparent to Sister Mary that the patients did not know how to avoid unintended pregnancies.

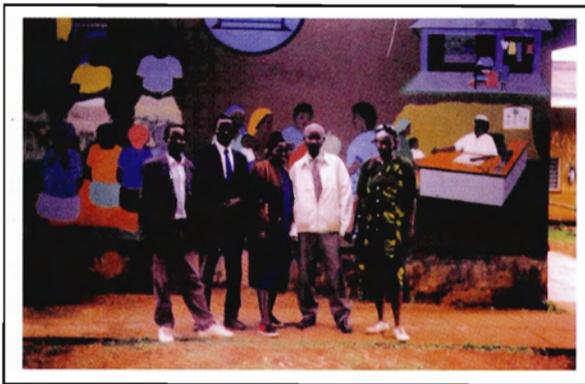
In 1994, USAID funded a research project through the Population Council to better understand what kind of care was most helpful to a woman who has had an abortion. Post-abortion care services consist of three elements:

- 1) emergency treatment for complications of spontaneous or unsafely induced abortion,
- 2) post-abortion family planning counseling and services, and
- 3) links between emergency abortion treatment services and comprehensive reproductive health care. With USAID funding, health-care providers at Nyeri General were trained to provide family planning counseling and quality health-care for post-abortion patients.

After the project introduced post-abortion care at the Nyeri General Hospital and gave health workers the appropriate training in providing quality care for patients, Sister Mary began to see her job differently. In the past year, she had no repeat

visits to Ward 12 by young women who were provided with family planning counseling. Her work in Ward 12 and the family planning counseling she gave was having an impact on young women's lives.

Sister Mary said, *"Knowledge is what young people need today to make the appropriate choices about their reproductive health needs. Young men and women must have information about family planning services and access to them. Service providers would not have to face what I face every day on Ward 12 if this were the case. But at least things are looking up at Nyeri General. We are beginning to provide the family planning counseling that so many need, especially after they have had an abortion."*



Lucy is proud of what her work accomplishes, because she helps couples plan their families and live healthier, longer lives.





USAID project officers on a field monitoring visit with community health workers in Central Kenya.

GOOD NEWS FOR MRS. AGORO: HIV/AIDS COUNSELING AND TESTING

Mrs. Agoro, a mother of three, lives in Nyalenda village on the outskirts of Kisumu town. Her husband has three other wives. When expecting her third child, Mrs. Agoro heard on the radio about HIV/AIDS. She worried about her HIV status, knowing that her husband had multiple sex partners. If she were HIV

positive, she wondered how it would affect her unborn baby. She had been told that it takes several months to get results of an HIV test and that the test was expensive. She had no answers and did not know where to go for information or for a test.

One day, while Mrs. Agoro was attending a Mother and Child Health Clinic at the New Nyanza General Hospital, a nurse asked her if she would volunteer for a free HIV test. The nurse told her that an American organization was working with the Kenya

government on a study that would help reduce the transmission of HIV/AIDS from mother to baby. Mrs. Agoro asked how long it would take to have the test and how long she would have to wait for the results. The nurse said that the study test, which was very accurate, would take only five minutes and she could receive the results the following day. Mrs. Agoro quickly agreed to be tested.

The rapid blood testing is done using two kinds of tests, the Sero strip and the Capillus. Any positive tests are backed up with the standard Western Blot and Elisa tests. The rapid tests are highly reliable and easy to use. They do not require electricity or refrigeration; unlike some of the more traditional tests.

The next week, Mrs. Agoro waited nervously at the clinic for the results. The nurse invited her into the office and informed her, to her relief, that she was HIV negative and would have a healthy baby. She was overjoyed. She also received counseling from the nurse about how to avoid HIV/AIDS. On her return home, Mrs. Agoro shared the information with her husband and co-wives on how to reduce the risk of getting HIV/

AIDS and encouraged the co-wives to go for testing.

Under the project, 1,534 women were tested, with 26% testing positive for HIV. The accuracy of these test results compares well with results from other studies previously done in Kisumu. In this study, 75% of the women returned for their test results. The return rates were highest among women who elected to receive their test results on the same day or the day following the pretest counseling and sample collection. This clearly shows that Kenyan women are anxious to know their HIV status during pregnancy but that they have no access to this information. Further, the study shows that women are willing to receive counseling services if they are found to be positive.

Thanks to the USAID-funded research project undertaken by the U. S. Centers for Disease Control and the Kenya Medical Research Institute (KEMRI), Mrs. Agoro used this opportunity to educate herself and her entire extended family. Without the rapid, low-cost HIV/AIDS testing, Mrs. Agoro would not have had access to an HIV test and counseling.





DRIVING HOME THE MESSAGE: EDUCATING *MATATU* DRIVERS AND TOUTS ABOUT HIV/AIDS

Nairobi would be brought to a standstill without its *matatus* (minibuses), which carry thousands of people to and from work and school every day. The *matatu* drivers and their conductors, known as touts, have a 'cool' reputation, especially among young people. Their vans are usually painted in dayglow colors and carry hip names such as 'Money first, love next', 'The Undertaker', and 'The Neck Twister'. They frequently have state-of-the-art sound systems, blaring the most popular rock or reggae music.

Because the *matatu* drivers and touts earn their daily salaries solely through the numbers of passengers they carry, they often drive at breakneck speed.

Similarly, to load and discharge passengers quickly, the youthful touts are frequently brusque and impolite. They often push new passengers into the vehicle or unceremoniously throw the departing passengers out when they reach their destination, all to more quickly load new passengers into the bus and continue on the journey. Stories of sexual harassment of women and young girls abound.

Because of their youth and flamboyant lifestyle, *matatu* drivers and touts, like long-distance truckers and other sexually active urban males with disposable income, were thought by the Kenya One-World Linking Forum (K-OWL), a local NGO, to be a key risk group for contracting HIV/AIDS. K-OWL's original objective was to educate a core group of *matatu* drivers and touts plying the busy traffic route between Langata and the Nairobi city center about reproductive health and



HIV/AIDS issues. However, after initial discussions with the young people, K-OWL found that although they were interested in receiving information on HIV/AIDS, they also wanted information on other issues that affected their lives daily, such as traffic laws, insurance, first aid and the environment.

As a result, K-OWL changed the content of its sessions to reflect this expressed desire for more discussion on how to improve their lives. K-OWL invited magistrates, insurance agents and other local authorities as guest speakers. In addition, K-OWL held sessions on gender, using adult learning theories in which drivers were helped to reflect on their own inconsiderate behavior, particularly relating to women and sexual harassment of young girls. The training sessions were held twice a week, during non-rush hours, over a period of five months in a convenient downtown location near the major *matatu* stops. Despite the drivers' busy schedules, attendance was consistent.

Results of this USAID-funded educational program were impressive. At the conclusion of the course, the drivers suggested that a campaign be

mounted using posters to sensitize other *matatu* drivers. The adult education approach used by K-OWL mobilized the *matatu* drivers, who have now registered themselves as a welfare society and are in the process of organizing a formal, self-help group. Faced with problems such as job insecurity and poor cash flow, the drivers have established goals like buying their own *matatus* as a group. K-OWL also has assisted the group to meet Kenya Commercial Bank officials to open bank accounts and have access to loans. The desire for this kind of education is illustrated by the fact that three other transport groups have heard about the program and contacted K-OWL to request being a part of it.

The success of this innovative program with *matatu* drivers and touts reminds program planners of the necessity to listen carefully to the expressed needs of the program participants. This will help assure that the programs planned try to meet all their needs, not just their need for information about reproductive health or HIV/AIDS.





Conclusion

The programs of USAID in Kenya have amassed an impressive record. Their effectiveness is a product of concentrated, sustained investment, together with strong donor co-ordination and a dedication to results. The three strategic objectives outlined in this publication are the maximum number the mission believes it can realistically manage with its current resources.

The mission is now streamlining its programs, to achieve better results for a larger number of people. Working closely with our partners and clients will also

ensure that funds are used for workable, beneficial programs.

USAID has also found strong support among the community of local and international nongovernmental organizations working in Kenya. These organizations receive the bulk of the money spent by USAID in Kenya.

USAID's program would not be so effective without the dedication, teamwork and hard work put in by our members of staff. Each one has had a hand in contributing to the success of our program.

**This publication
is a tribute
to all USAID
employees in Kenya.**







About this book...

USAID has a well focused program in Kenya, strong commitment to managing for results, contributes to national level development results in Kenya and has demonstrated impacts on agricultural productivity, fertility, microenterprise, HIV/AIDS, private enterprise development and democracy and governance sectors.

The USAID program has over the years amassed an impressive record of program impact and its lasting effect spreads beyond Kenya's borders as the work done by the Mission here provides lessons for other countries in the region to define and solve their development problems. Thus, development results being realized in Kenya due to USAID assistance should be shared with the Kenyan people and donors.

USAID, therefore, decided to develop a simple, non-technical approach to reporting these results and successes and lessons learned by USAID in Kenya. It was because of this need that the idea of success stories was borne. Reporting on these success stories is the main theme of this publication.