

Community-based Animal Health & Participatory Epidemiology Unit, (CAPE)

Proposal for undertaking an assessment of the economic viability of private animal health service delivery in pastoral areas of Kenya.

31st OF JULY 2001

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Submitted to CAPE by:

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INTRODUCTION

Background

Acacia Consultants Ltd. has the pleasure of submitting this proposal for consideration by CAPE for the assessment of the economic viability of private animal health service delivery in pastoral areas of Kenya. One of Acacia's strengths is in its considerable experience and work in pastoral and agro-pastoral areas in the Greater Horn of Africa region and in community-based animal health care delivery systems in particular. As early as the mid-80s, consultants now working for Acacia, were already involved in decentralized animal health service provision in Turkana district, under the EU-funded Turkana Rehabilitation Project. At the time, community-based animal health workers were called bare-foot veterinarians or "Paravets". Much more recently i.e. in the mid-90s until now, Acacia Consultants have been involved in establishing community-based animal health systems based on different models as proposed by community members and other stakeholders. Acacia has also undertaken evaluations on animal health projects funded by DFID in Kenya and others funded by other agencies in Angola, Sudan and Somalia. Where Acacia was involved in supporting implementation of projects in the five northern districts of Kenya, (covered by the Acacia-DPIRP programme), results have been mixed because of various reasons.

These reasons include: lack of economic feasibility studies and analysis, differences in models and approaches, differences in cultural and community-related factors, external factors such as insecurity and drought, poor NGO involvement in Animal Health resulting in the undermining of private sector initiatives, legislation problems, lack of support from local government-led veterinary offices. One of the greatest lessons learnt from these interventions has been that of the need to assess the economic viability of the different models and approaches currently being applied in the implementation of decentralized animal health services.

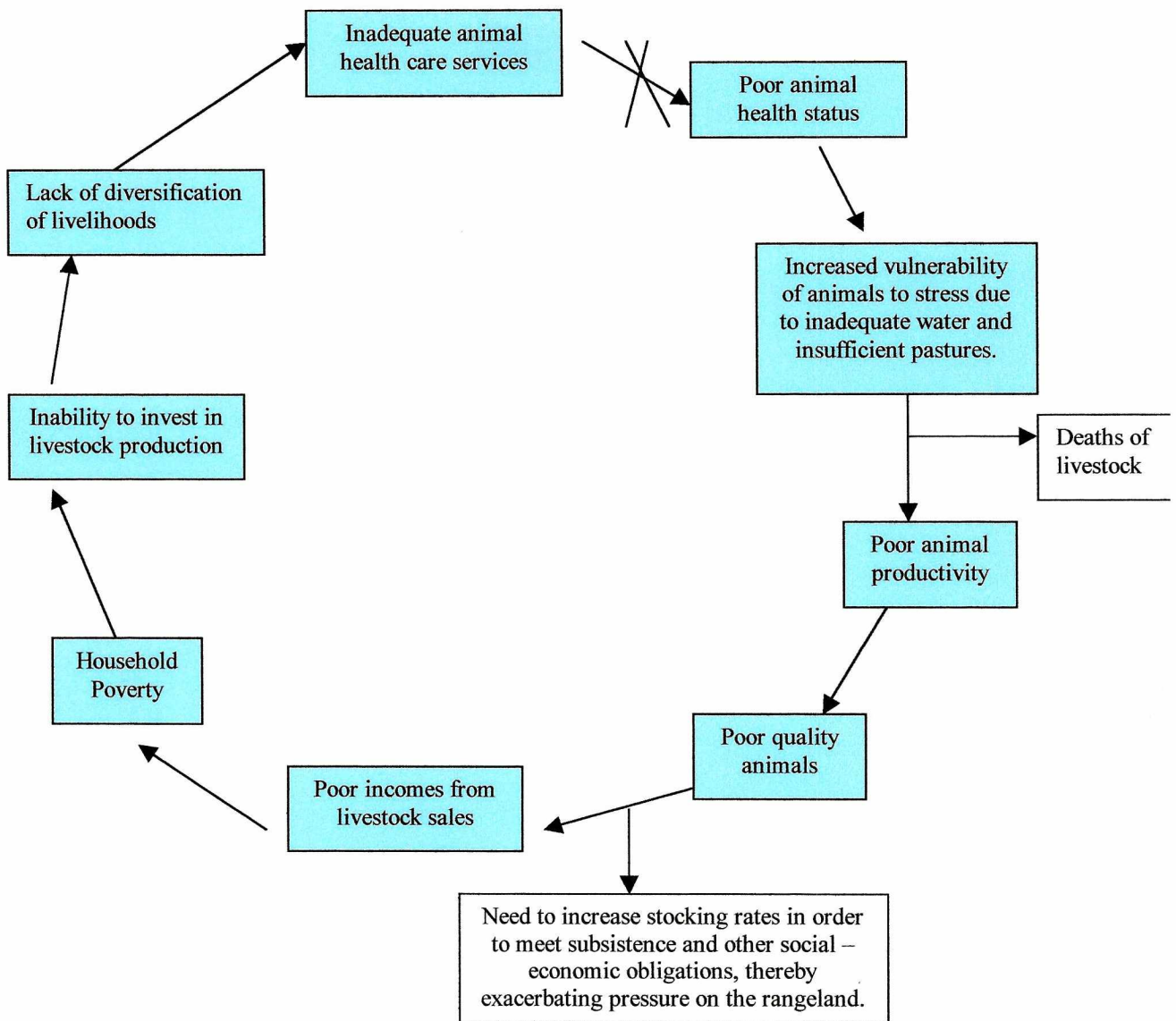
Acacia's interest in this assignment

It is with this in mind that Acacia would be very interested in undertaking this assignment because it will help inform the wider community of stakeholders who have considerable interest in this matter. In addition, Acacia believes that for a long time to come, livestock will continue to be the mainstay of the pastoral economy in the rangelands of Kenya and that one of the key constraints to livestock production in these areas is the inadequate availability of effective and sustainable community-based animal health services. We believe that the biggest and most cost-effective gains in livestock production will be made through the provision of improved veterinary services. For example, a report prepared by ITDG estimates that the loss of livestock, (of which 52% are found in the ASALs), due to preventable diseases in Kenya amounts to USD 43 million each year¹. This represents loss not only to the pastoral population, but indeed to the entire national economy. It is therefore imperative that ways and means are found by all stakeholders to minimize this loss and to secure household food security in the ASALs. In this way, we will be contributing to poverty reduction amongst pastoralists, a group that has one of the highest incidences of poverty in Kenya².

¹ Nyangito, H., 1994. Impact and structural adjustment policies on animal health services in Meru District, Kenya: Internal IT-Kenya report.

² Government of Kenya, June 2000. Interim Poverty Reduction Strategy Paper. Ministry of Finance and Planning, Kenya.

The diagram below shows the vicious poverty cycle that most pastoral households are going through. The main intervention step is between the inadequate animal health services and poor livestock health status. Because of the cyclic nature of this problem, external intervention is necessary to help break it.



The context of providing animal health services in ASAL areas

While the need to provide economically feasible animal health care systems seems to be the main area of intervention, it is important to note that this cannot be addressed in isolation. Pastoralists today face more challenges than just animal health issues. A thorough understanding and analysis of the context pastoralists find themselves in will go a long way in providing an effective framework for arriving at economically feasible private animal health services in the arid and semi arid areas of Kenya. The following are important aspects to be considered in livestock production in ASALs.

- The availability of a regular and affordable supply of veterinary drugs;
- The control of notifiable diseases such as CBPP, rinderpest and foot and mouth disease;
- Availability of community-based skills to diagnose common livestock diseases and to administer appropriate drugs in appropriate doses;
- The prevalence of peace on an on-going basis among clans and different tribal groups;
- The well-being of the natural resource environment including the availability of sufficient water in strategic locations for both livestock and domestic use;
- Availability of competitive livestock market outlets;
- Improved natural disaster/drought management mechanisms;
- Good infrastructure; and
- The capacity and power of the pastoralist communities themselves, (both women and men), to engage in matters that affect them without over-relying on external intervention.

The above factors are important in the development of an effective, privatised and sustainable animal health care delivery system. While undertaking this assignment, Acacia consultants will undertake a thorough analysis of these issues and make recommendations on what should be done in the longer term to provide an enabling environment for private enterprise in animal health service provision in the ASALs.

OUR UNDERSTANDING OF THE TERMS OF REFERENCE

The assignment

As we understand it, this assignment is for a team of two consultants, a veterinarian/livestock productionist and a small-scale business development advisor. It is a short-term input of 35-40 days per consultant including days spent in the field. The field visits will include going to Turkana,(VSF-B, SNV), Samburu/Marsabit, (CIFA, RAMATI – formerly FARM AFRICA, ITDG, KARI), Wajir, (PDP, ALRMP, DVO and Wajir DPA). The main objective of the assignment is to assess the economic viability of different models of privatised pastoral animal health service delivery in Kenya, bearing in mind the developing policy and legislative environment and variables in terms of geographical location, local economies, access to markets, infrastructure and cultural practices. The assignment will aim to produce guidelines on the way forward to privatisation of existing and new-community-based animal health delivery systems in pastoral areas, including the development of business plans for the different systems.

Specific Terms of Reference

The specific terms of reference include:

The assesment of the viability of the different set-ups of privatised pastoral animal health services, leading to the production of the following outputs:

- Determination of actual turn over rates of drugs and vaccines per CAHW, per AHA, per users association and for the entire districts;
- Determination of the proportion of the sale of drugs as direct sales in relation to actual treatment and vaccinations by trained veterinary workers;
- Assessment of actual costs pertaining to the logistics of the drug supply from Nairobi or nearest major wholesalers to the end user;

- Making projections per system;
- Drawing conclusions on the potential of the different systems to be or become economically viable.

To recommend on the way forward to privatisation:

- Bear in mind those systems that show potential for privatisation;
- Describe those systems that are already fully privatised;
- Estimate cost and benefits pertaining to a private pastoral animal health service per identified system, (start up costs, running costs, gross and net returns).
- Produce a business plans for each potentially viable approach
- Recommend on possible mechanisms for start grants/loans taking into account risks in the business environment.
- Make recommendations on a timeframe for privatisation, bearing in mind the legal framework and the presence of NGOs on the ground to provide technical, logistical and financial support.
- Assess the possibilities for business diversification and the future sources of income and relate these to the predictions of business viability.

Comments on the ToR

We are satisfied with the terms of reference and believe that they are exhaustive enough and will result in the expected outputs being produced. The only thing to be added would be the need to analyse the institutional framework at the community and district level including responsibilities and mandates for the different stakeholders e.g. community members, associations, DVOs, NGOs, traders etc. that will be required to foster the growth of the private sector services in animal health. We feel that currently, there isn't consensus on aspects such as provision of drugs to communities during drought, cost recovery measures and the impact of activities of some NGOs that foster dependency syndromes among community members. An agreed upon institutional framework would be important in providing an enabling environment for private business. It may be worthwhile to explore the possibility of including these aspects in the on-going legislative changes.

PROPOSED CONSULTANTS

We propose a veterinarian, (Dr. Dadson Kariuki), or a livestock/animal science/pastoral development specialist with a qualification in economics, (Mike Wekesa) and a small scale business development advisor, (either Emmanuel Munavu or Fred Munene Kabengi). CAPE will choose two consultants from these four CVs. In addition, Acacia Consultants will internally utilize backstopping services of Helen Bushell, (to ensure timely and high quality report production) and Cindy Holleman, (an agricultural economist specialised in investment appraisals and business development to provide technical support to the business development aspects of this assignment).

Number of days

The two lead consultants will require 35 days each while Helen and Cindy will require 5 days each, bringing the total to 80 days of work. In providing services in this manner, Acacia Consultants aims to provide a product of the highest quality and one that will provide a framework for sustainable animal health services in the ASALs of Kenya. The proposed consultants are highly experienced and have considerable knowledge of the study area.

Timeframe for the assignment

We propose to start the assignment on 3rd of September and complete the fieldwork by 30th September, 2001. We will require 3 weeks, (1st –21st Oct. 2001), to prepare the report. This report will be sent to CAPE and relevant stakeholders on 22nd of October, 2001. We would hope to receive feedback from study partners and other stakeholders via e-mail during the week of 22nd of October, 2001. We will also hold a meeting with CAPE officials in Nairobi on the 26th of October, 2001 to receive inputs and comments on the report and to share with them the comments from other stakeholders. We would then incorporate all the comments to prepare a final draft of the report to be submitted to CAPE on or before the 31st of October, 2001.

OUR PROPOSED APPROACH

Preparatory work

This will involve a thorough literature review of reports such as assessments of contract vaccination, willingness to pay studies, privatisation schemes and any other relevant documentation especially on the lessons learnt from on-going decentralized animal health care delivery systems found in the ASALs of Kenya. Relevant meetings between CAPE, study partners and any other stakeholders prior to the commencement of the fieldwork will also be planned for. Agreement on the methodology of data collection, data to be collected, how it will be collected, from whom the data will be collected etc. and the outline of the report including business plans for the different viable models will be agreed on before the field work.

The field study

This will include interviews with project staff, veterinarians, associations, duka owners/staff, pharmacists, veterinary wholesalers, AHAs and CAHWs. Data collection regarding turnover rates of drugs, prices, numbers of CAWHs trained etc. will be undertaken in collaboration with the study partners. Black market data will be collected especially with regard to prices, quality of drugs, prevalence of the business etc. Data to facilitate effective investment projections will also be gathered.

Data Analysis and Report Preparation

This will be done both in the field and in Nairobi. Each model will be analysed and assessed under existing cultural, geographical, environmental and institutional contexts in order to assess its viability under the circumstances. Two methods of investment appraisal will be used to analyse the economic and financial sustainability of all possible models. These will be the Internal Rate of Return Method and the Net Present Value method. Breakeven points based on sensitivity analyses of the different variables such as drug volumes sold or profit margins for veterinarians and AHAs and the initial investment cost variables will be carried out in order to determine payback periods, interest rates or grants etc. Gross and net returns will be worked out based on the above methods. External conditions necessary for effective viability of these private concerns will be analysed and in-built into business plans as risks and assumptions or conditions which must prevail to facilitate effective profitability and therefore privatization.

A report of between 30-40 pages, (excluding annexes), will be prepared based on an agreed format with CAPE. This report will contain recommendations that fulfil the outlined terms of reference.

METHODOLOGY FOR THE STUDY

A participatory approach to the study will be employed. This is not just a matter of using participatory techniques within a conventional study setting. It is about radically rethinking who initiates and undertakes the process, and who learns or benefits from the findings etc. From the on-set, Acacia Consultants will aim to ensure that all relevant stakeholders effectively participate. As much as possible traders, herders, GoK staff, study partner organization staff, pharmacists, *duka* owners etc. will be effectively involved in situation analysis and solution suggesting exercises. Focused discussions with stakeholders will be employed while PRA approaches will be used with herders and pastoralists in order to provide them with an opportunity to effectively provide inputs to the study. **Participation, inclusiveness, learning and flexibility** are aspects consistent with Acacia studies and evaluations.

COSTS

Fees

A fee rate of USD 275 per day is proposed by Acacia Consultants Ltd. This will bring the total fees for the 80 consultancy days to USD 22000. This includes all the government statutory deductions and taxes.

Report Production and Communication

A total of USD 300 is proposed for report production, telephone and e-mail communication and any incidental and unforeseen costs pertaining to this assignment.

Subsistence Allowance

This will be paid separately by CAPE for the days the two consultants will be in the field. The rate will be agreed between Acacia and CAPE.

Transport to the field and back

Transport to the field will be arranged and paid for by CAPE as outlined in the terms of reference.

Transport in Nairobi

This will be discussed and agreed between CAPE and ACACIA once we have been awarded the contract.

We have enclosed the CVs of the six consultants. Two consultants will provide backstopping services while CAPE will choose two lead consultants from the four other CVs provided.

Curriculum Vitae Dadson Phinehas KARIUKI



Name : **Dadson Phinehas Kariuki**
Discipline: : **Veterinarian**
Specialization : **Microbiology, Epidemiology, Community-Based Animal Health**
Nationality : **Kenyan**

EDUCATION

Title of research

1. Epidemiology of Contagious Bovine Pleuropneumonia

Ministry of Agriculture and Rural Development, Veterinary Department, Kenya
May 1968 - April 1969

2. Research on calf disease, Rabies and Trypanosomosis

Ministry of Agriculture and Rural Development, Veterinary Department, Kenya
January 1973-1979

3. Epidemiology of Tick and tick-borne disease, Helminths in pastoralists areas, Rinderpest and Rinderpest-like diseases

Kenya Agriculture Research Institute - March 1985 - April 1999

Title of post graduate course

1988 - 1991 PhD - University of Salford (UK.)
1973 - 1976 MSc - University of Nairobi

Title of first degree course

1963 - 1967 BVSc - University of East Africa

CORE COMPETENCIES

- Animal disease control, diagnosis and surveillance
 - Veterinary Epidemiology
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Curriculum Vitae Dadson Phinehas KARIUKI



- Report writing
 - Planning, facilitating and coordinating research
 - Project proposal writing, monitoring and evaluation
 - Finance, personnel and other resource management
 - Computer literate
 - Community based animal production and health activities in pastoral areas
 - Environmental conservation activities in arid and semi-arid lands
 - Ethnoveterinary and ethnobotany investigations
 - Participatory workshop and seminar facilitation
-

CAREER SUMMARY

April 1967 – April 1968 District Veterinary Officer, Kenya Government Bungoma District, Kenya.

May 1968 - April 1969 Veterinary Research Officer, Kenya Government, Kabete, Kenya.

June 1969-1970 Lecturer in animal health and production at Egerton College, Njoro, Kenya.

April 1971-1972 Tutorial Fellow Faculty of Veterinary Medicine, University of Nairobi.

January 1973-1979 Veterinary Research Officer, Kenya Government, Kabete, Kenya.

September 1980-October 1984 Assistant Director, Veterinary Research, Kenya Government, Kabete, Kenya.

November 1984 - February 1985 Chief Field Veterinary Officer, Kenya Government, Kabete, Kenya

March 1985-May 1989 Director, Veterinary Research Department, Kenya Agriculture Research Institute, Muguga, Kenya.

June 1989 -1991 Principle Research Scientist, National Veterinary Research Centre, Kenya Agriculture Research Institute, Muguga, Kenya

Jan.1992 to April 1999 Center Director, National Veterinary Research Center, Kenya Agriculture Research Institute, Muguga, Kenya.



PROFESSIONAL EXPERIENCE

1974-1976 Secretary of the Kenya Veterinary Association

1981-1982 Treasurer of the Kabete Veterinary Laboratory Sports Club

1983-1992 Chairman, Pharmacy and Poisons Board, Veterinary Drug Registration Technical Evaluation Committee.

1982-1985 Member, The Kenya Veterinary Surgeons Board.

1999-2001 Member of Kenya Veterinary College of Pathologist

PROFESSIONAL TRAINING

August 1962 Outward Bound Mountain School, Litokitok, 56th course,

October- November 1975, Senior Management Course, Kenya Institute of Administration, Kabete

14-27th September 1980, UNESCO Parasitology Course, ILRAD, Nairobi, Kenya.

4-21st March 1981, UNESCO/ICRO/WHO International training course on "Basic Concepts and Techniques in Research in Biological Membranes". University of Ibadan, Nigeria.

5-6th October 1981FAO Training Course on Exotic Diseases, Pirbright, United Kingdom.

6-17th April 1992, Recent Advances and Current Concepts in Tropical Veterinary Medicine. Centre for Tropical Veterinary Medicine, University of Edinburgh

27-31st May 1996, Communication for Scientists, University of Edinburgh, Center for Tropical Veterinary Medicine, in association with the British Council, Nairobi.

20th -26th June 1996, Effective Management Workshop, organized by INTEX Management Institute, Nairobi, in cooperation with Kenya Agricultural Research Institute.

May 1997, Writing Scientific Proposals, University of Edinburgh, CTVM, in association with the British Council, Nairobi.



21st July - 2nd August 1997, In house training course on the concepts of modelling and the use of the CLIMEX and T3HOST modelling packages organized by the Cooperative Research Center For Tropical Pest Management at the University of Queensland, Australia.

2-6th April 2001, Course on Principles and Practice of Sustainable Agriculture and Dry land Farming organized and facilitated by SACDEP-Kenya and sponsored by GTS, Germany.

PUBLICATIONS

Post-graduate Thesis

1. **Kariuki, D. P.** (1976). Studies in calf diseases with special reference to infection with *E. coli*. MSc. Thesis, University of Nairobi.
2. **Kariuki, D. P.** (1991). Studies on the Carrier State of East Coast Fever (*Theileria parva*) in relation to the epidemiology and control of the disease. PhD Thesis, University of Salford, UK.

Technical Bulletins

Mbogo, S.K., **Kariuki, D.P.**, McHardy, N. and Payne, R. (1995). Training Manual for Veterinary Staff on Immunisation against East Coast fever using ECFiM System. Tausi Publication, Nairobi.

Kariuki, D. P. and Letitiya, W. (1996). Animal Production and Health Constraints in Pastoral Areas of Kenya: Samburu District. KARI Publications.

Kariuki, D.P., Ambrutzer D. and Letitiya, W. (1994). Animal Production Sector studies within Samburu District. A review report for GTZ, Nairobi.

Sikana, P., Bazeley P., **Kariuki, D. P.** and Fre, Z. (1992). The Kenya Livestock and Pastoral Programme: Some observation and recommendations. A review report for Intermediate Technology Development Group, Rugby, U.K. 72 pages.

Kariuki, D. P., Kiara, H. K., Muraguri, G. R. and Mwangi, E. K. (1997). Designing control strategies for livestock ticks in Kenya using computer modules. A report presented at the tick-modeling Workshop held at ICIPE, Nairobi Kenya 9 -19th September 1997 Sponsored by ICIAR, Australia.

Kariuki D. P. (1999) Pan African Rinderpest Campaign: 1986-1999 Final Report.



Publications in Refereed Journals and Conference Proceedings.

1. Bishop, R., Sohanpal, S., **Kariuki, D. P.**, Young, A. S., Nene, V., Bayliss, H. A., Allsopp, B. A., Dolan, T. T. and Morzaria, S. P. (1992). Detection of a carrier state in *Theileria parva*-infected cattle using the polymerase chain reaction. *Parasitol.* 104: 215-232.
2. **Kariuki, D. P.** (1971). History of Contagious Bovine Pleuropneumonia in Kenya. *Bull. Epiz. Dis. Afr.* 19: 111-116.
3. **Kariuki, D. P.** (1974). Incidence of drug resistance in *E. coli* isolated from scouring calves. *Bull, Epiz. Afr.* 22: 121-124.
4. **Kariuki, D. P.** (1977). Antibiotic resistance and resistance factors in *E. coli* isolated from scouring calves. *E. A. Med. J.* 54: 155-158.
5. **Kariuki, D. P.** (1977). The use and abuse of antibiotic in livestock. *Kenya Vet.* 2: 8-9.
6. **Kariuki, D. P.** and McGrane, J. (1979). Lantana Poisoning in cattle. *Kenya Vet.* 4: 8-9.
7. **Kariuki, D. P.** (1980). Mortality in young stock and diseases of specific importance in Small Ruminants in Kenya. *Bull. of Int. Epiz.* 92: 1247-1251.
8. **Kariuki, D. P.** (1980). The role of the Veterinarian in Animal Production in Kenya. *Kenya Vet.* 4: 10.
9. **Kariuki, D. P.** (1980). Causes of calf mortality and their control in Kenya. In *Proceeding of Animal Production Society of Kenya.* 12: 51-57.
10. **Kariuki, D. P.** and Jacobsen, P. (1980). Trypanosomiasis in sheep: Case Report. *Bull. Anim. Hlth. Prod. Afr.* 28: 7-9.
11. **Kariuki, D. P.** and Poulton, J. (1982). Corynebacterial infection of cattle in Kenya. *Trop. Anim. Hlth. Prod.* 14: 13-36.
12. **Kariuki, D. P.** and Ngulo, W. K. (1983). Epidemiology of animal rabies in Kenya (1900-1983). In *Rabies in the Tropic.* Ed. E Kuwet, H. Kaprowski and K. Bogel, Springer-Verlag, Berlin, Pages 451-464.
13. **Kariuki, D. P.** (1984). The control of Trypanosomiasis in Kenya. *Kenya Vet. (Supplement).* 8: 29-30.
14. **Kariuki, D. P.** (1984). Can we control Foot and Mouth disease in Kenya? *Kenya Vet. (Supplement).* 8: 25-26
15. **Kariuki, D. P.** (1986). Medicated feeding-stuffs: National Regulation: Veterinary Drug Registration in Kenya. In the *Proceedings of the third International Technical Consultation on Veterinary Drug Registration.* 10-13th June 1986. Paris pp. 136-138.
16. **Kariuki, D. P.** (1988). The epidemiology and diagnosis of Rabies in Kenya. *Kenya Vet.* 12: 32-35.
17. **Kariuki, D. P.** (1988). Current status of theileriosis immunization by infection and treatment in Kenya. *Kenya Vet.* 12: 2-5.
18. **Kariuki, D. P.** and Mbogo, S. K. (1988). Efficacy of Closantel against the Brown Ear tick, *R. appendiculatus.* *Bull. Anim. Hlth. and Prod.* 36: 59-61.
19. **Kariuki, D. P.** (1988). Current status of theileriosis in Kenya. In *Proceedings of the FAO/OAU. ILARD. Theileriosis immunization meeting held in Lilongwe, Malawi, 22-24th September 1988* pp. 5-11.
20. **Kariuki, D. P.**, Boyce, C., Injairu, R. Ngethe, S. and Welde, B. T. (1989). Parasite survey in 8 wild animals in the Lambwe Valley National Park. *Ann. Trop. Med. Parasit.* 83: 115-118 (Supplement No. 1).



21. **Kariuki, D. P.** (1989). On epidemiology of rinderpest in Africa. Paper presented to the 2nd OAU/PARC Joint Kenya, Ethiopia and Somali Border Mission in Addis Ababa 2-10th May 1989.
22. **Kariuki, D. P.** (1990). Current status of Theileriosis in Kenya 1989. In *Progress towards the control of East Coast Fever (Theileriosis in Kenya)*. (Ed.) A. S. Young, J. J. Mutugi and A. C. Maritim, Kenya Agricultural Research Institute, Nairobi pp. 17-26.
23. **Kariuki, D. P.**, Mbogo, S. K., Ngumi, P. N., Lesan, A. C., Linyoni, A. and Rumberia, R. M. (1994). Immunisation against East Coast Fever in small holder grade cattle in Kilifi and Kiambu districts in Kenya. In *Proceedings of the OAU/FAO/ILRAD Regional tick and tick-borne diseases workshop, Lilongwe, Malawi, 25th - 29th April 1994*.
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26. **Kariuki D. P.**, A. S. Young, S. P. Morzaria, A. C. Lesan, S. K. Mining, P. Omwoyo, J. L. M. Wafula, and D. H. Molyneux (1995). *Theileria parva* carrier state in naturally infected and artificially immunized cattle. *Trop. Anim.Hlth. and Prod.*27:15-25.
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32. King. G. J., Kagumba, M. and **Kariuki, D. P.** (1992). Trial of efficacy and immunological response to an inactivated mycoplasma F38 vaccine. *Vet. Rec.*131: 461-464.
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 41. Mulira, G. L., Saunders, J. R. and **Kariuki, D. P.** (1989) Isolation of *Ureaplasma diversum* from bovine granular vulvitis in Kenya. *Bull. Anim. Hlth. Prod. Afr.* 37: 347-350.
 42. Muraguri, G. R., Kiara, H. K. and **Kariuki, D. P.** (1997). Estimation of risk of East Coast fever on small holder dairy farms targeted for immunisation in Kenya. In: *Proceedings of the 8th International Symposium on Veterinary Epidemiology and Economics, held on 8-11th July 1997, Paris, France.*
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 47. Mutugi, J. J., Young, A. S., **Kariuki, D. P.**, Morzaria, S. P. and J. M. Ole Tameno (1991). Epidemiological observation on theileriosis following field immunization using infection and treatment, *Trop. Anim. Hlth. And Prod.* 23: 75-82.
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Leitch, B. L., Williamson, S. M. and Grootenhuis, J. G. (1990). The epidemiology of theileriosis and other tick-borne diseases in relationship to immunization against East Coast Fever. In *Progress towards the control of East Coast Fever (Theileriosis) in Kenya*. (Eds) A. S. Young, J. J. Mutugi and A. C. Maritim, Kenya Agricultural Research Institute, Nairobi, pp. 49-65.

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LANGUAGES

English : Fluent

Swahili : Fluent

Curriculum Vitae Emmanuel M. MUNAVU



Name : **Emmanuel M. MUNAVU**

Discipline: : **Business Development and Management**

Specialization : **Human Resource Development: Programme Design; Monitoring and Evaluation, Micro Enterprise Development .**

Nationality : **Kenyan**

EDUCATION

BA Business Administration

Fort Valley State University College, Georgia, USA. 1984

BSc. , Kalamazoo College, Michigan, USA

CORE COMPETENCIES

Emmanuel Munavu has over ten years experience in small business promotion. His experience has mainly been gained at the Kenya Institute of Management and Guiding Systems (GS) Consult. He has conducted many training programmes for individual small-scale entrepreneurs, self help groups and women groups in income generating activities. Emmanuel Munavu has also specialized in development of training courses for both grassroot and Training of Trainers (TOTs) initiatives. He has been involved in training Trainers/Consultants at both local and international levels. His areas of specialization have been project appraisal, planning, monitoring and evaluation with particular emphasis on development projects; conceptualization, design and development of training programmes for entrepreneurship and enterprise development; design and development of training material for income and employment generation; counseling advisory services and consultancy to small and medium size enterprises (SME's)

In addition, Emmanuel Munavu has developed a computerized monitoring and evaluation package for small and micro enterprises, which has been adopted in Kenya as well as other East and Southern African countries. Emmanuel Munavu's has extensive training experience throughout the region, especially Tanzania ,Uganda and Somalia. Also, Emmanuel is highly skilled in design of development projects using the Objectives Oriented Project Planning Method (ZOPP) or the Logical Framework. Related to this, he has moderated many planning and evaluation workshops in the region.

CAREER SUMMARY

Aug 1997 to date Development Management Consultant, Guiding Systems Consult, Nairobi, Kenya

Feb 1995 – 1997 Programme Manager Small Enterprise Development, Kenya Institute of Management, Nairobi, Kenya

1992 – 1994 Entrepreneurship Training Coordinator, Kenya Institute of Management, Nairobi, Kenya

1988 –1991 Freelance Trainer/Consultant, Kenya Institute of Management, Nairobi, Kenya



1986 – 1988 Shipping and receiving Coordinator, Royal Business Machines, G.A, USA
1978 – 1982 Production Supervisor, Michigan Box Company, Michigan USA

PROFESSIONAL EXPERIENCE

Training and Material Development

Facilitated various modules on Entrepreneurship Development based on GTZ's CEFE Approach to Enterprise Creation (1988 - Present)

Facilitated in five Regional and National ToT's on Small Business Training based on CEFE Approach (1990 - 1997)

Resource person in numerous local ToT's for various NGO's in Kenya, Uganda, Tanzania, Malawi and Zimbabwe and most recently in Somaliland.

Participated in the designing and writing of Training Manuals and Workbooks for several training programmes for donor sponsored clients in Business Creation Courses, Business Start-up, Business Expansion and Problem Oriented Business Planning Courses - 1988 present. Most notable is a manual and a system for installing monitoring and evaluation for small business, and another for training

Conducted various Business Creation Awareness Workshops for Retires of Kenya Power and Lighting Company, Kenya Railways, Standard Chartered Bank (1997) and Kenya Breweries

Project Evaluation

Involved in restructuring the organization structure of a local non-governmental organization and assisted in the design and implementation of new general and financial management systems of the organization (1991).

Participated in the Post-Implementation Evaluation and Re-Planning of a GTZ (German Technical agency for Technical Co-operation) funded project. The purpose of the evaluation was to assess the project accomplishments in terms of its project purpose, results/outputs and activities in view of the project assumptions, costs to the funding agency and viability for future funding (1990).

CEFE international evaluation to assess the relevancy and adaptability to local evaluation in Kenya financed by GTZ (1996).

Impact Evaluation for the PLAN International's Meru Programme (1998).

SISA (Small Industry Supply Association) impact evaluation and recommendations for future funding (1998).

Impact Evaluation for the Embu Diocesan Youth Programme. Funded by Misereor, Germany (1998).

Progress Evaluation for Christian Church of Western Kenya (1998).

Organizational development consultancy for Dioceses of Nakuru, Eldoret, Kitale and Kericho (1999).



Qualitative Evaluation for Gender Intervention in the SIDA supported programmes with the Ministry of Health, Government of Kenya (1999).

Organizational Development study/consultancy for community Based Forest Management Project of the Loita Forest, Kenya (1999).

Qualitative/Impact evaluation of vocational training programmes in Rift Valley (1999).

Evaluation of the civic education component of the Green Belt Movement (1999).

Needs Analysis

Participated in a Training Needs Analysis for African Highland Produce (AHP) Company, Kericho (1993).

Participated in a Training Needs Analysis for Egerton University Nakuru (1994).

Training Needs Analysis for Kasulu Development Programme (KaDP) Tanzania (1998).

Workshop Moderation

Participated as a co-moderator in the planning and design of a GTZ sponsored project as national level. This involved the definition of the overall goal, project purpose, outputs/results and activities plus the inherent assumptions of each objective level to re-define the scope for funding (1990).

Co-moderated a ZOPP workshop for Kenya Forestry/Seed center and GTZ (1992).

Moderated a "Problem Oriented Planning" (POP) workshop for Small Industry Supplies Association (SISA) in Tanzania (1993).

Moderated for Kenya Federation of Jua Kali Association Planning workshop (1997).

Moderated a strategic planning workshop for CAB-International (1998).

Moderated a strategic planning workshop for CCWK (1998)

PROFESSIONAL TRAINING

1996 Consultancy Skills Development
Critical Skills Development - UK and KIM – Kenya

1994 Appraisal, Monitoring and Evaluation for SSEs
Durham University, Durham, UK.

1992 Intercultural Management a programme that looks at culture and its effects on management organized by Intercultural Management.

1991 Improving Basic Consultancy Skills
Economic Development Institute (EDI) of the World Bank in co-operation with the Government Division (GID) and the Kenya Association of Manufacturers (KAM), Nairobi, Kenya.

Curriculum Vitae Emmanuel M. MUNAVU



- 1990 Indextract : Industrial Extension and Consultancy course
Institute for Small Scale Industries, University of Philippines.
- 1990 ZOPP Proficiency and Moderator Courses. A programme on Project Planning
GTZ and KIM.
- 1989 Action Learning: Application of Action Learning within the small business training context.
- 1988 Training of Trainers for Business Creation
Kenya Institute of Management, Nairobi, Kenya.
- 1986 Motivating the Employee
Royal business Machines Company
- 1979 Industry Safety Initiatives
Michigan Occupational Safety and Hazard Administration Institute (MIOSHA). Department of Labour, USA.
-

LANGUAGES

English	Excellent
Kiswahili	Good

Curriculum Vitae Mike WEKESA



Name : **Mike WEKESA**

Discipline : **Rural Development**

Specialization : **Project Cycle Management, Food Security and Policy Analysis & Research**

Nationality : **Kenyan**

EDUCATION

MSc in Management for Agricultural Development

Cranfield University, Bedford, United Kingdom, 1990 -1991

B.Sc. Range Management

University of Nairobi, Nairobi, Kenya, 1981 - 1985

CORE COMPETENCIES

Mike Wekesa is an experienced consultant in food security, natural resource management, policy analysis & research, drought management and project management. He is particularly knowledgeable on rural and pastoral development issues. Mike started his career as a district livestock officer in northern Kenya. Since then he has developed a particular expertise in the designing and implementing of innovative rural development interventions appropriate to both pastoral and agricultural production systems, including the establishment of early warning systems and implementation of drought response systems at community, regional and national levels

Mike Wekesa is an experienced manager with competencies in project identification, design, appraisal, implementation, monitoring and evaluation. These skills were honed in successfully managing the Drought Preparedness Intervention and Recovery Programme, funded by the Royal Netherlands Embassy, for 5 northern districts of Kenya. He has strong report and proposal writing abilities. He successfully coordinated documentation and dissemination of experiences and lessons learned by DPIRP and translated these experiences into GoK policy.

Mike Wekesa now focuses on short-term consultancy assignments. He has experience of working for a variety of funding agencies, including DFID, RNE, OAU/IBAR, FAO, USAID.

CAREER SUMMARY

1995 to date	Acacia Consultants Ltd., Nairobi, Kenya
1993 to 1995	Programme Management Assistant, Trinity Fellowship, Kenya
1992	District Livestock Production Officer, Samburu, Kenya
1998 to 1991	District Livestock Production Officer, Turkana, Kenya



PROFESSIONAL EXPERIENCE

Nov 1995 to date **Managing Consultant, Acacia Consultants Ltd., Nairobi, Kenya**

Short term assignments

- Review of Drought related emergency livestock interventions implemented during the 1999-2000 drought in Kenya. Contracted by FAO on behalf of the Kenya Food Security Meeting.
- Output to purpose review of the DFID-funded Sabatia Food Security Project, in Vihiga District, Western Kenya
- Output to Purpose review of Farming Systems Kenya's Integrated Agricultural Project in Nakuru, DFID.
- Documentation of lessons learnt from the drought emergency in Kenya, OAU/IBAR. Special emphasis on livestock offtake experiences.
- Output to Purpose Review of the ITDG Decentralised Animal Health Ethno-Veterinary Knowledge projects, DFID. Technical backstopping of the consultancy on behalf of Acacia.
- End of Project Review of the Wajir Pastoralist Development Project, Oxfam, Wajir, North Eastern Kenya, DFID. Assessed the effectiveness of the project in improving pastoralist livelihoods and provided technical input for the designing of a new phase of the project.
- Snapshot evaluation of the Sabatia Food Security Development Project, Vihiga District, Western Kenya, DFID. Evaluated the community-based Sabatia Food security development project in Western Kenya, to assess the effectiveness of conservation farming techniques and farmer group organizations in reference to promoting marketing and accessing credit facilities.
- Snapshot review of the Ethno-veterinary Research and Animal Health Development Projects in Northern Kenya. The community-based Ethno-veterinary and Animal Health Development Projects is funded by DFID and implemented by Intermediate Technology Development Group, (ITDG).
- FAO Consultant, Cairo, Egypt. Short-term consultancy for FAO to review the East African experience with regard to the use of Early Warning Systems and their effectiveness in agricultural production systems in the region. A report detailing findings and recommendations was prepared and presented to a workshop on livestock and drought, held in Cairo, Egypt in May 1999.
- Output to Purpose Review of the Wajir Pastoralist Development Project funded by DFID. Joined OXFAM and DFID consultants for 3 weeks as team member for the Output to Purpose Review of the above project. The review included field visits, holding meetings with target beneficiaries, project staff, Government and NGOs and facilitating stakeholder meetings during the review. Prepared a report submitted to DFID, which made recommendations on project activities and future policy considerations.
- Panel Member, Review of Research Proposals under the Global Network Collaborative Research Programme. Worked as one of the members of a panel of five East Africans selected by the Global Network for Collaborative Research Programme, USA to evaluate and review five livestock / pastoralist research proposals for East Africa for funding under USAID.



Long term assignments

Sept 1999 – Aug 2000 **Chief Technical Advisor, Institutionalization of Drought Monitoring and Management in Kenya**

Providing technical assistance to the Arid Lands Resource Management Project (a World Bank-funded Government of Kenya Project) in its mandate to establish a sustainable institutional and policy framework for more effective drought monitoring and management in Kenya. Duties include bringing together donor representatives and Government officials in order to establish agreement on the establishment of the Drought Monitoring and Management Partnership (DMMP). Working alongside short-term consultants, the assignment also involved the preparation of ToRs and supervision of short-term inputs, advising on institutional and policy arrangements and preparation of technical reports and minutes of DMMP formulation meetings. The Royal Netherlands Government provided funding.

July 1998 – Aug 1999 **Program Manager, Drought Preparedness Intervention & Recovery Program in the Arid Lands of Kenya.**

Directed and managed a team of six professionals implementing a drought management programme to assist pastoralists and agro-pastoralists to mitigate the adverse effects of drought. The Programme operated in five districts of northern Kenya namely; Turkana, Marsabit, Moyale, Samburu and Isiolo. The Program undertook the refinement of an on-ground early warning system, based upon data from 70 field monitors, and linking each phase of the drought cycle to appropriate community development and drought mitigation interventions. These model interventions, which focused on community-identified priorities and community-planned and managed initiatives, covered interventions in human health, livestock production, natural resource management, conflict resolution, water supply, and small scale business development. The NLG 10m. Dutch-funded Programme, used NGOs, community groups and Government of Kenya departments to deliver these activities.

This assignment included: preparation of plans of operation, annual work plans and budgets, financial control, personnel and transport management, preparation of half-yearly progress reports and ToR for short-term research inputs, supervision of short-term consultants, preparation of contractual agreements for implementing interventions with partner agencies, liaison with district and national level donor and development agencies including the Government of Kenya.

Nov.1995 - Jun.1998 **Interventions Advisor, Drought Preparedness Intervention & Recovery Programme.**

Responsible for institutional development of the drought management structures in five districts, development of appropriate drought management plans including drought contingency plans in each district, development of general guidelines for project preparation and implementation by community groups, government ministries, NGOs and Church-based groups. Prepared gender and sustainable natural resource management guidelines to be incorporated into the implementation strategy. Personally supervised a total of 46 interventions implemented by more than 20 agencies/groups with whom networking relationships were inevitable. Participated in field appraisal, monitoring and evaluation of most of these interventions.

Jan 1993 to Nov 1995 **Programme management assistant, Trinity Fellowship, Kenya.**

Responsible for Trinity Fellowship's organizational restructuring, designing and running management and team development seminars for 13 senior staff members, coordinated University campus work aimed at training over one hundred students in life-skills counselling (based on a Christian context), spearheaded fundraising efforts for

Curriculum Vitae Mike WEKESA



Trinity Fellowship as a Church-based group resulting in over Kshs. 4 million being raised for different activities during the above period. Provided management assistance to small-scale business development groups in western Kenya.

Jan 1992 to Dec 1992 **District Livestock Production Officer, Samburu, Kenya.**

Overseeing implementation of the World Bank-funded National Livestock Extension Project, (NEP II) which among other activities involved the introduction and adoption of improved livestock breeds by farmers in Samburu District, the execution of other donor-funded projects such as the ASAL-EEC Livestock Development Programme which resulted in the rehabilitation of Nomotio Livestock Improvement and Training Centre in Maralal and its subsequent handing over to the community. This Centre is now run by a community-elected Board of Directors and has had a positive impact in livestock husbandry in Samburu District. Participated in facilitating the formulation of the Drought Monitoring Project to be funded by the Royal Netherlands Embassy. Brought together all stakeholders to discuss drought management and food security issues.

Jan 1988 to Dec 1991 **District Livestock Production Officer, Turkana district, Kenya.**

Responsible for livestock production activities in the district including: Coordinating the Kshs. 14 million Norwegian-funded Turkana livestock development programme, monitoring of 50 restocked families under the EEC Turkana Rehabilitation Project, supervising over 90 staff from the Ministry of Livestock Development and related Departments. Directed the implementation of a mobile extension outreach programme and the livestock marketing intervention funded by NORAD and the EEC. Prepared project proposals and monitored their financial and technical aspects. These activities resulted in improved camel husbandry among the Turkana people, improved livestock off-takes resulting in improved household incomes among pastoralist households and the opening up of marketing outlets in the District.

Acted as a consultant to the NORAD Turkana Project Under this helped formulate the “Turkana District Livestock Development Master Plan”. Undertook studies in the livestock sector with specific responsibility for developing the “pastoralist extension services outreach programme” and the “Turkana camel development” proposals; both of which were later funded by NORAD.

Languages

English	Fluent
Kiswahili	Fluent



Curriculum Vitae – Fred Munene KABENGI

Name : Fred Munene Kabengi

Discipline : Development management

Specialisation : Institutional development, Participatory planning systems, project design, monitoring and evaluation, training for planners and beneficiary communities and small business promotion.

Nationality : Kenyan

Education:

M.B.A (1986) University of Nairobi, Kenya

B. Commerce (Honours) (1981) University of Nairobi, Kenya

Core Competencies:

Fred Kabengi has over 15 years of experience in the field of development management. Between 1988 and 1992, he received specialised training locally and in Europe on participatory methodologies and their application in development planning, monitoring, evaluation and organisation development. He has carried out assignments with major donor organisations in Kenya covering many themes on integrated rural development and community based initiatives. From 1988 to 1994, he was a counterpart in a bilateral co-operation, enterprise development project of the Kenya Institute of Management and the German Agency for Technical Co-operation (GTZ). In his counterpart capacity he played a key role in team building, conceptual guidance in designing of programmes on small business promotion as well as implementation of those programmes. For seven years he trained small business/managers in all parts of Kenya and also conducted many trainer/consultant development initiatives. His management training experience covers other countries in the East and Southern Africa region viz. Tanzania, Somalia, Uganda, Ethiopia, Zimbabwe and South Africa. Drawing from this long experience, he has written many training manuals and packages. In his working experience, he has associated with many development agencies as well as institutions of higher learning throughout the East and Southern Africa Region, Europe and America.

On organizational strengthening and institutional development, he has guided the Green Belt Movement, (GBM), in organizational development processes. He has conducted a meeting of the Board, staff and target groups to come up with the vision and mission of the institution. This involved brainstorming and focussed group discussions and analysis. He has also reviewed the GBM's extension work in the field and proposed improvements. He developed extension and training materials and trained extension staff and grass root groups. Fred has been involved in facilitation of strategic planning exercises and production of strategic plans, plans of operation and work plans for numerous organizations. Examples of these institutions include the cooperative college in Moshi, Tanzania, Small Industries Development organization, Tanzania, Kenya Small Traders Society –Kenya and Small Scale Farmers Association in Kenya.



Career Summary

1994 - to date	Management Consultant
1994	Kenya Institute of Management, Senior Training Manager, small enterprise and corporate training
1992 – 1993 Training	Kenya Institute of Management, Training Manager, Small Enterprise
1988 - 1991	Kenya Institute of Management, Training Officer, Small Enterprise Training.
1987 –1988	East Africa Management Consultancy, Administrative Manager
1982-1984	Ministry of Finance, Income Tax Department, Assessor of income tax.

Professional Post Experience Training

- Integrated Approaches to Promoting and Developing Small Business - Durham University Business School, UK (1989)
 - Action Centred Leadership Skills - Industrial Society of London, UK (1988) in collaboration with Kenya Institute of Management.
 - Grassroots Management Training, for Informal Sector - International Labour Organisation (ILO). (1989)
 - Action Research, - Association of Management Training Institutes in Eastern and Southern Africa (AMTIESA). (1990)
 - Moderation of Development Planning Workshops following the Objectives Oriented Project Planning (ZOPP) Method or Logical Framework - the German Agency for Technical Co-operation (GTZ). (1989, 1990)
 - Methods and Techniques of Project Management, Communication and Teamwork - German Foundation for International Development (DSE) Berlin, Germany. (1992)
 - Professional Exposure to Small Business Development Approaches applied by different Management Development Organisations in the USA - sponsored by USAID (1991)
-

Consultancy Track Record

1995 - to date: **Management Consultant Associated to Acacia Consultants Ltd.**

Main areas of focus include:

- Participatory Project Planning, Monitoring and Evaluation based on the Objectives Oriented Project Planning method (Logical Framework) and other approaches.
- Training
- Organisation Development
- Entrepreneurship development



Sample of consultancy assignments undertaken from 1989 to date on above themes:

- (i) Experience in application of participatory approaches in planning, monitoring, evaluation and organisational development

TANZANIA: 1995

- Conducting training of Consultants in Participatory Project Planning (Logframe Approach) for Tanzania Association of Consultants (TACO) A project in Tanzania funded by the German Government through the German Agency for Technical Co-operation in Tanzania.

KENYA: 1996,1997

- Assisting organisations such as Nyayo Tea Zones Development Corporation (NTZDC), the International Centre for Insect Physiology and Ecology (ICIPE), Green Belt Movement e.t.c. in Strategic Planning.
- Moderating project design workshops for ICRAF - African Highland Initiative

KENYA 1998, 1999

- Guiding the drought prone districts of Northern Kenya i.e. Turkana, Samburu, Isiolo & Marsabit in preparing a strategic Drought Management Plan and Plan of Operation as well as training their District Steering Groups in Project Cycle Management under the Drought Preparedness Intervention and Recovery Programme (Acacia -DPIRP), Office of the President, Kenya. Also assisted them in producing drought contingency plans

KENYA 1999

- USAID: Providing expertise on conflict management to the Amboseli Tsavo Group Ranches Conservation Association, evaluating the impact of their past initiatives and assisting to produce a five year strategic plan.
- ICRAF: Facilitating development of strategy for and East and Central Africa initiative and the Africa Node of Mountain Forum.
- World Bank: Facilitating development of strategy for the Intermediate Means of Transport Initiative for Sub-Saharan Africa.
- Green Belt Movement: A two year involvement covering facilitation of internal self evaluation process and formulation of a new strategy on food security, tree planting civic education and advocacy in the light of changing, economic, social, political and environmental demands.

TANZANIA 1999

- German Agency for International Training (DSE): Engaged to assist the Co-operative College, Moshi in capacity building of its faculty to be in a stronger position of managing the liberalisation of the co-operative industry towards more free market economic viability.

- (ii) *Experience in Small enterprise development*

National Youth service (NYS)

For about four years, he worked in a programme designed to assist the graduates of the National Youth Service venture into vocational self-employment. He participated in selection exercises, training of the potential entrepreneurs, assisting bankers in conducting the business appraisal, and in the



entrepreneurs and internal project evaluations. A parallel aspect in this initiative was to assist the NYS to develop a core unit for continuance of self-employment promotion. He worked hand in hand with the unit personnel assisting them to acquire the necessary exposure and skills.

Ministry of Local Government - Credit Guarantee Associations Programme

This programme was funded by the Friedrich Embert Stiftung (FES) of Germany involving promotion of informal sector credit groups through credit guarantee by local government authorities throughout Kenya. He assisted the core FES/MoLG team to design appropriate training programmes for the credit guarantee scheme participants and assisted this core team to develop skills necessary for running the training programme.

Kenya Industrial Estates (KIE)

For over two years, he provided key input in developing a training programme for enabling entrepreneurs revive businesses that were experiencing serious cash flow problems. He participated in the training and following up of the entrepreneurs. This programme was later developed into a film for Trainers of Trainers.

Kenya Small Traders Society

This society has membership in many parts of the country. For about two years he sat in their board meetings assisting them in strategic planning and design of how to effectively deliver services to their members.

Somalia – GTZ Reintegration and Rehabilitation Programme

He led a team of experts in North west Somalia in designing and implementing a programme for skills development of personnel working in NGOs and governmental agencies involved in small enterprise development as part of strategy for accelerating development after the ravages of prolonged war situation.

Small Industries Supplies Association (SISSA – Tanzania)

This was an association of small-scale manufacturers who had come together for the purpose of bulk buying of raw materials at cheaper prices. For three years, he was involved in assisting them strengthen the association's management and assisting them to put up a system for monitoring changing members' needs, market developments etc. Also assisted in developing strategies for increasing the organization's membership.

Small Enterprise Finance Company (SEFCO)

This company provides credit to small-scale business enterprises. It also provides to their target groups, non-financial services. For about three years he worked with their extension team assisting them design and test more effective ways of accessing entrepreneurs, evaluating their proposals, funds disbursement and loan repayment monitoring. He assisted them as well to design and deliver



training programmes aimed at improving management capabilities of the entrepreneurs participating in their financing scheme.

Small Industries Development Organisation – Self Help Organisations Project – Tanzania

This is a small enterprise grassroots promotion project working through the regional facilities of the SIDO. He assisted them to develop a long-term strategy on how to improve effectiveness of their service delivery with lower costs.

Kenya Small Scale Farmers Association (KESFA)

This is a grassroots organisation of farmers producing and selling's horticultural produce as business. For three years he was involved in the organisation development process whereby he assisted them to design their inception strategy and to design/deliver training and extension services to their members.

KENYA: 1992

- UNEDIL, a joint program of UNDP; World Bank and ILO. Assignment involved reviewing training needs analysis documents for small and medium scale enterprises in Zambia and Uganda and organising capacity upgrading workshop for Institutions assisting those enterprises

ETHIOPIA: 1993

- Conducting a small Business Information Workshop on Small Business Development in Ethiopia, based on the GTZ- CEFE model.

ETHIOPIA: 1995

- Conducting a project design workshop on the Ethio-German Micro and Small Enterprises Development Programme, Ethiopia

KENYA: 1991 - 1993

- Developing a series of three book-keeping training manuals for training small scale enterprises on the Credit Guarantee Association Scheme, joint programme of the Small Enterprise Finance Company (SEFCO) and Friedrich Embert Foundation (FES) and Ministry of Local Government, Kenya.

KENYA: 1995

- Developing of the Picture Enterprise Training (PET) Package and Trainers Manual for the Kenya Institute of Management (KIM)

KENYA: 1996

- Assisting the Nairobi University, College of Agriculture and Veterinary Services to design an Entrepreneurship Development Project.
- Conducting Financial Training for Small Business Promoters in South Africa - CEFE Network Project

Employment Record

1988 - 1994: Worked in the Kenya Institute of Management (KIM) as counterpart in the Small Enterprises



Development Project a bilateral co-operation initiative of the Government of Kenya and Government of Germany. At the same time he held line positions variously as Training Officer, Training Manager and Senior Training Manager.

Main responsibilities focused on the following:

- Representing the project in various forums (e.g. Conferences, Government Meetings)
- Office management
- Project progress reviews and reporting
- Marketing products of the project

- Assisting entrepreneurship development agencies in designing entrepreneurship assistance services at grassroots level
- Carrying out impact assessments of services being offered by small scale enterprise development agencies
- Supervising training needs assessments
- Design of training programmes
- Supervising production of training materials including visual aids, business games, role plays, audio-visuals, group activities, etc
- Supervising provision of services focusing on the following processes:
 - Business creation
 - Business start-up
 - Business expansion
 - Business rehabilitation
 - Business growth
 - Group enterprise
- Training staff of enterprise agencies at local and international participation in the following programmes:
 - Training methodologies
 - Extension for small scale business
 - Monitoring of small scale businesses
 - Small enterprise promotion
 - Managing entrepreneurship development programmes
- Developing professional staff of the department
- Providing professional guidance to consultants in various assignments
- Providing assistance to University students doing entrepreneurship research
- Action research on enterprise development issues
- Organising policy development symposiums

1987 (Part) **ADMINISTRATIVE MANAGER at East African Management Consultancy Ltd**

Responsibilities

- Office administration

Curriculum Vitae – Fred Munene KABENGI



- Organising management seminars for middle and senior managers from the private sector

1987 (part) **FREELANCE CONSULTANT** at Vintage Management Enterprises. Assignments

included drawing up training programmes, writing up training materials and advising on training approaches for Small enterprise Development Programmes.

1984 - 1986 **STUDENT**, in the Master of Business Administration Programme, University of Nairobi.

Also worked as freelance management consultant from time to time especially in training owner/managers of small businesses.

1982 - 1984 **ASSESSOR OF INCOME TAX**, Income Tax Department, Ministry of Finance, Government of Kenya.

Responsibilities

- Assessing tax liability of sole proprietorships, government employees and employees of non-profit making organisations
- Preparing tax evidence briefs for dispute cases. Counselling small business proprietors and farmers on how to prepare their tax accounts N.B. Part of the time was spent in studying technical tax assessment in the Ministry's School of Income Tax.

Languages

English : Excellent

Kiswahili : Excellent



Name : **Cindy F Holleman**
Discipline : **Rural Development**
Specialization: **Food security and sustainable resource utilisation.**
Nationality : **American**

EDUCATION:

M.S. Agricultural Economics

(1991) Cornell University, Ithaca, New York USA.

Thesis: Effects of Commercialisation on Household Food Security Among Small Scale Farmers in Eastern Province, Zambia

Awards: Agricultural Economics Assistantship, 1989-91. Foreign Language & Area Study Fellowship, 1988-89.

B.A. International Studies

(1986) University of Colorado, Boulder, Colorado USA.

CORE COMPETENCIES:

Cindy Holleman has over eight years of experience in rural development. She has expertise in assessments and operational efforts dealing with food security and sustainable resource utilisation. Cindy has worked on assignments such as food economy analysis and food aid targeting in different parts of Africa. She has worked as a social policy advisor specialising in food security, poverty reduction and sustainable natural resource management. She has considerable experience working for donor agencies, governments and research institutions. She is very skilled in economic investments and appraisal techniques, statistics, policy analysis, research methods and general development issues in developing countries. She has worked in baseline food economy assessment for FEWS-NET, as a social policy advisor for GTZ, as a food security analyst for Famine Early warning Systems among others. Cindy is well versed in institutional strengthening, training and capacity building of national and regional agencies.

CAREER SUMMARY:

May 2001 to date Associate Consultant, Acacia Consultants Ltd.

July 2001 Nairobi, Kenya, Famine Early Warning (FEWS-NET), consultant



May 2001	Nairobi, Kenya, Department for International Development Eastern Africa (DFIDEA), consultant
April 2001	Nairobi, Kenya, Food Economy Group (FEG), Consultant
March 2001	Nairobi, Kenya, Famine Early Warning (FEWS-NET)
Oct-Dec 1996	Nairobi, Kenya, GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit), Consultant.
Dec. 1993	Nairobi, Kenya, Famine Early Warning System (FEWS) Project, USAID, Consultant
July - Nov. 1993.	Nairobi, Kenya, World Bank, Africa Technical Department, Human Resource Division, Consultant
March-April, 1993.	Washington, D.C., CARE (USA), Food Policy Unit, Consultant
Nov.-Dec. 1992.	Washington, D.C., World Bank, Africa Technical Dept. Economics and Finance Division (AFTEF), Consultant.
July-Nov. 1992	Washington, D.C., International Food Policy Research Institute (IFPRI), Researcher and Assistant to the Director.
Dec 1991-Feb. 1992.	Washington, D.C., World Bank, Africa Poverty & Social Policy Program, Food Security Unit, Consultant.

SUMMARY OF RELEVANT QUALIFICATIONS

- M.S. in Agricultural Economics from Cornell University, USA. Trained in agricultural economics, micro- & macro-economic theory, policy analysis, econometrics & computer modelling, biometrics/statistics, and research & survey methods.
 - Eight years consulting work providing technical assistance on poverty and food security issues, agricultural policy, & economic analysis through organizations including the World Bank, GTZ, USAID-FEWS, International Food Policy Research Institute (IFPRI), CARE, and the Cornell Food and Nutrition Policy Program
 - Working knowledge of food security and poverty issues in Eastern Africa obtained through seven years living and working in Kenya. Technical assistance provided to the Kenyan Central Bureau of Statistics and Kenyan Ministry of Planning working on the Kenyan National Household Welfare Monitoring Surveys (WMS I & II).
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- Demonstrated ability through work to communicate ideas both orally and written to government officials, policy makers, & officials of international agencies, as well as a proven ability to work both independently and within a team context
 - Accomplished in research methods, statistical analysis, survey methods and design, mathematical modelling, computer programming and use of modern information technologies
 - Seven years experience living and working in East Africa having gained skills and understanding of how government institutions work and an appreciation of local culture and values
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PROFESSIONAL DEVELOPMENT EXPERIENCE

Famine Early Warning (FEWS-NET)

Nairobi, Kenya. July 2001

Study of the impact of the livestock ban in Somaliland.

Department for International Development Eastern Africa (DFIDEA)

Nairobi, Kenya. May 2001

Project Completion Review/inception Snapshot of EPAG-Kenya Horn Pastoralist Development Project (Community animal Health Project)

The review involved: -

a. The assessment of the overall progress and impact of the project to date and in particular progress made during phase 2 of DFID support. This covered achievements against the log-frame indicators (at purpose and output levels) and the general effectiveness and impact of the project. The review also ensured that key lessons learnt are captured to help inform the final phase of support and DFID's Civil Society programme more generally.

b. The assessment and providence of guidance as necessary, on the institutional and management arrangements in place to ensure successful implementation of the third and final phase of DFID support to the project.

Food Economy Group (FEG)

Nairobi, Kenya. April 2001

Developed a project assessment proposal to explore how HIV/AIDS impacts rural food security and how the level, patterns and dynamics of this impact might vary between different livelihood zones and among different wealth groups. Reviewed current literature on the impacts of HIV/AIDS. Defined questions and research areas where further information is needed. Proposed a combination of livelihood case studies and the food economy analytical methodology to identify vulnerability to food insecurity as a result of HIV/AIDS. Proposal is to be presented for funding as a FEG/FEWS-NET assessment project.



Famine Early Warning (FEWS-NET)

Nairobi, Kenya. March 2001

Participated in an initial baseline food economy assessment in Makueni district in eastern Kenya. The assessment was part of a FEWS-NET regional end-to-end training for their country representatives on how to conduct food economy assessments. Undertook a two-week rapid rural assessment in Makueni district to gather baseline information on household food security. Working through district extension officers of the Ministry of Agriculture key informants and village level focus group were organized and interviewed. A semi-subsistence food economy zone was identified for sampling and households were differentiated through a wealth breakdown at the village level. Semi-structured interviews were conducted with village level focus groups to capture information on wealth groups, sources and amounts of food and income, and food and non-food expenditures levels and patterns for each wealth group. Organized baseline information with relevant secondary and historical data and analysed data using the food economy spreadsheet. Used baseline information to model multi-dimensional problems or 'shocks' (i.e. such as drought, price fluctuations, HIV/AIDS) and the resulting impact on household access to food and estimates of possible food needs.

GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit)

Consultant. Nairobi, Kenya. October-December 1996.

Technical assistance provided to the Social Policy Advisory Services Project to assist the Kenyan Central Bureau of Statistics and Human Resources and Social Services Department in the analysis and data preparation of the Kenyan Welfare Monitoring Survey II (WMSII) data. Established decision-making guidelines for addressing systematic, conceptual, and methodological data issues in relation to household demographics, health, education, income, expenditure, welfare, and poverty analysis. Scrutinized WMSII data sets and established procedures for documentation and a protocol for data cleaning operations. Developed methodological recommendations for future welfare monitoring surveys.

Famine Early Warning System (FEWS) Project, USAID

Consultant. Nairobi, Kenya. Dec. 1993.

Prepared an initial analysis of the relative levels of vulnerability to drought and food insecurity for various socio-economic groups within semi-arid ecological regions in Kenya. Reviewed previous studies and conceptual frameworks of vulnerability analyses carried out by FEWS in the Sahel, assessed quality and accessibility of available data sources in Kenya, defined initial methodology and relevant indicators for analysis, and compiled and analysed these indicators of baseline vulnerability. Indicators used in analysis included information on levels and diversity of production and income, patterns of expenditure and asset holdings, rainfall patterns, and indicators of health and nutrition.

World Bank, Africa Technical Department, Human Resource Division

Consultant. Nairobi, Kenya. July - Nov. 1993.

Undertook an assessment of the Kenya National Household Welfare Monitoring & Evaluation System Project. Reviewed progress made on the preparation of Poverty Profiles and Welfare Monitoring Basic Report for Kenya, and provided technical assistance to the Ministry of Planning and Central Bureau of Statistics to expedite the project and ensure analysis was appropriate for a poverty assessment. Specifically, the quality of the data was reviewed, definitions and estimations of all necessary additional variables needed were



established and computed, relative poverty lines were defined, and analysis of regional and socio-economic income, expenditure, welfare, education, and health patterns was completed.

CARE (USA), Food Policy Unit

Consultant. Washington, D.C. March-April, 1993.

Analysed trends in international food aid provision and uses with an emphasis on exploring the context in which food aid is likely to be available for use in addressing emergencies and supporting development efforts in the 1990s. The study assisted CARE in their food policy and strategy review and helped clarify the framework in which development activities could be responsibly prepared over the next 4 to 8 years. Analysed trends in the provision of food aid by donors, program areas, targeted populations and recipients. Addressed policy issues of increased emergency needs and implications to development activities as well as the future role of PVOs in food aid programming, and future availability of food aid. Data analysis and estimations were combined with interviews with top food aid administrators in the US, EEC, and Canadian donor agencies.

World Bank, Africa Technical Dept. Economics and Finance Division (AFTEF)

Consultant. Washington, D.C., Nov.-Dec. 1992.

Provided technical assistance in the analysis and evaluation of World Bank Structural Adjustment Loan Policies in Cote D'Ivoire from the early 1980s. Responsibilities included a review of the initial economic conditions in the late 1970s that prompted the decision for structural adjustment policies, a review of the design and implementation of World Bank Structural Adjustment Loans and the impacts of these on the economy. World Bank documents were reviewed, including structural adjustment loan project reports, mission reports, sector memorandum, expenditure reviews, staff reports, and program performance audit reports. Additional information was obtained through interviews with World Bank project managers and country economists responsible for Cote D'Ivoire and a time-series database of economic data was compiled.

International Food Policy Research Institute (IFPRI)

Researcher and Assistant to the Director. Washington, D.C., July-Nov. 1992.

Assisted director in research, writing, and economic analysis for policy statements, conference papers, journal articles, and IFPRI reports. Issues and topics covered included household food security, global trends in food production and consumption, price subsidies, and setting research priorities for IFPRI's integrated multi-country research programs.

World Bank, Africa Poverty & Social Policy Program, Food Security Unit

Consultant. Washington, D.C. Dec 1991-Feb. 1992.

Identified countries in sub-Saharan Africa that faced or were at risk of severe food insecurity and which would be targeted in food security projects. Analysed national food supply time-series data, poverty estimates, and food consumption and nutrition data from household surveys. Generated a food security time-series database for the unit using FAO, WFP, IFPRI, WB, and IMF data.



World Bank, West Africa Country Operations, Agricultural Division (AF5AG)

Consultant/Research Assistant/Summer Intern.

Washington, D.C., June-Sept. 1989, July-Oct. 1990, and Sept.-Nov. 1991.

Prepared, under three separate contracts, an agricultural assessment study that generated policy recommendations for an agricultural sector loan. Analysed Senegal's comparative advantage in several agricultural commodities and estimated resource inefficiencies caused by distortions in agricultural price policies. Research involved the analysis of five agricultural export products: groundnut (oil, confectionery groundnuts, ginned cotton, fresh green beans, and cashew nuts) and four import substitutes (rice, maize, millet, and processed tomatoes), the estimation of effective protection coefficients (EPCs) and domestic resource costs (DRCs) for commodities by different regions and technology levels, and the calculation of border parity prices of each of agricultural commodities. The research required the collection and analysis extensive price and production data, *Consultant. Washington, D.C. March 1989 and May-June 1989.* including import/export tax rates, transportation costs, processing and distribution costs, and farm budgets. Author of paper, with David Jones, entitled "Senegal's Structure of Protection and Comparative Advantage in Cereal and Export Crop Production".

International Food Policy Research Institute (IFPRI)

Worked on the final revisions of a chapter co-authored with Rafael Celis, entitled "The Determinants of Labor Use in E.P. Zambia", ed. R. Celis and J. Milimo, Impact of New Technology on Small Scale Farmers in E.P. Zambia, IFPRI, Washington, D.C. 1991. The chapter analysed the impact of hybrid maize and oxen traction on labor use patterns among subsistence farmers and was part of a five year research project involving primary data collection in Zambia during 1986-87.

International Food Policy Research Institute (IFPRI)

Research Assistant. Washington, D.C. March 1987 - Sept. 1988.

Provided research assistance in the Agricultural Growth Linkages Program to three Research Fellows in areas of economic analysis, computer programming, research, and writing. The three projects worked on were:

Zambia Agricultural Project. The study analysed the impact of the introduction of hybrid maize and oxen traction on the employment, production, and consumption behaviour of semi-subsistence farmers in Eastern Province Zambia. Organized, documented, cleaned and analysed the agricultural household database. Data was based on a monthly agricultural household survey that covered information on household production, consumption, health, labour use and demographic characteristics for 320 semi-subsistence farmers in Zambia.

Role of City Centres in Regional Development Policy. Provided research assistance in the preparation of a paper entitled "The Role of Small and Intermediate Towns in India's Regional Growth". Reviewed relevant literature and prepared written draft of the paper.

Impact of Public Enterprises on National Growth. Provided computer-programming assistance on a general equilibrium model using GAMS software. Model results presented in the paper by R. Sabot and J. Knight, entitled "Lewis Through the Looking Glass: Impact of Public Enterprises on National Growth".



Cooperative Business Association of USA (CLUSA)

Project Assistant. New Delhi, India. 1984-1985.

Assisted in the monitoring and evaluation of the Oilseed Growers' Cooperative food aid project. The Oilseed Growers Cooperative Project attempted to 'replicate' the successful Indian dairy cooperative (NDDDB) by stimulating a bottom-up growth and local farmer ownership of the cooperative. Responsibilities included an assessment of the decision making process in the project's administration and management, the extent and quality of farmer participation in the cooperative and the identification of benefits and beneficiaries of the project.

BUSINESS EXPERIENCE

Hatfield & Holloman Ltd.

Director. Tiwi, Kenya. January 1998 -Present.

Responsible for all aspects of the company's core businesses which include an agricultural and natural resource economics consulting service, an orchard which produces citrus fruit and juice; an educational wildlife safaris venture and the rental of beach front cottage. Main responsibilities include business development, strategic decision-making, product development, financial planning, development of marketing strategies, and oversight of all operations and personnel management. Responsible for reviving the farm and cottage business, Sand Island Beach Cottages and Farm, which had suffered from poor management, lack of investment, and from the downturn in Kenya's coastal tourism industry. Also charged with developing the business venture of educational wildlife safaris, Hatfield and Holleman East African Bush Safaris and the consulting services in agricultural and natural resource economics.

General Manager. Tiwi, Kenya, July 1998- July 2000.

Responsible for the management and implementation of day-to-day operations of two of the company's business ventures; Sand Island Beach Cottages and Farm and Hatfield & Holleman East African Bush Safaris. Operation management included the renovation of beachfront accommodations, landscaping, guest services, fruit and juice production, and the running of safari camps. Personnel management covered the hiring and training of Kenyan nationals; and the daily management and supervision of all personnel, including the development and management of work schedules, handling personnel issues, and salary disbursements. Fourteen staff were trained/re-trained in areas of customer service, fruit and juice production and management, driving, plumbing, and carpentry all under an incentive scheme. Administrative management included financial control and planning, bookkeeping, accounting, customer booking and billing, as well as, management of all inventories, stock-taking, ordering and the maintenance and development of all business records.

Center For Wildlife Management - School For Field Studies

Consultant. Nairobi, Kenya. October 1996.

Conducted an internal review and audit of the programs accounts and accounting system. Set-up a field stations accounts on a Quickbooks accounting computer program. Trained two staff members to use and maintain the accounting program and system.



Game Ranching Ltd. – High Plains Engineering (HPE)

Consultant. Nairobi, Kenya. June 1996.

Conducted an internal review and audit of the business accounts and accounting system. Set-up the accounts on Quickbooks accounting computer program. Trained three staff members to use and maintain the accounting program and system.

TEACHING & TRAINING EXPERIENCE

Center For Wildlife Management: School For Field Studies

Guest Lecturer. Nairobi, Kenya. January 1994 – Dec. 1997.

Developed and delivered University level lectures to American university students in three areas: Statistical Methods and Analysis with application to environmental and biological applied research; Data Analysis and Computer Programming with SPSSPC+; and Foreign Aid and Development in Sub-Saharan Africa.

Cornell Food and Nutrition Policy Program (CFNPP) / UNICEF

Training Consultant. Ithaca, NY. July-Sept. 1991.

Training instructor for CFNPP/UNICEF's five month Food and Nutrition Training Program for African mid-career professionals. Designed and instructed an intensive applied computer course to analyse household data focusing on income, food and nutrition. Participants in the program were economists and nutritionist from Malawi, Kenya, and Tanzania. Participants were trained to use SPSS-PC and its application to the analysis of large agricultural household data sets.

SUMMARY OF SKILLS

TECHNICAL SKILLS

- trained in agricultural economics, micro- & macro-economic theory, policy analysis, econometrics & computer modelling, biometrics/statistics, research methods, and survey methods & design.
 - expertise with large household databases - from survey design, to data collection, preparation and documentation, through to data analysis and presentation of results.
 - proven skills in analysis and presentation of data.
 - adept at computer programming with applications to data analysis, spreadsheets, desktop publishing, word processing, small business, & modern information technologies.
 - management and administration skills obtained through small business operation.
 - business finance & accounting skills with application to small businesses.
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GENERAL SKILLS

- fluent in English, working knowledge of French, one-year intensive study of written and spoken Hindi, basic Swahili.
- strong communication skills both written and verbal. Written communication mediums include academic journals, research papers, newsletters, project reports, training manuals, journalism & reporting. Verbal communication experience include lecturing at the University level, teaching small groups, leading training workshops, and working as part of a team project.
- well organized and can meet deadlines, able to conceptualise problems, analyse information, and formulate problem solving plans of action, can take initiative and work independently, and can work as part of a team effort.
- interpersonal skills and ability to work well in multicultural and multidisciplinary teams.
- experienced travelling, living, and working in developing countries; countries include Kenya, Uganda, Tanzania, Egypt, India, Nepal, Sri Lanka, Indonesia, China, Taiwan, Philippines, Belize, Guatemala, Costa Rica, Mexico & Venezuela.

Languages

English : Fluent

Curriculum Vitae Helen Denise BUSHELL



Name : Helen Denise BUSHELL

Discipline : Socio-Economist

Specialization: Food security, poverty and drought management

Nationality : British

Education:

PhD. "The Politics of Famine: an identification of vulnerability in Southern Malawi." Department of Politics, University of Leeds. Writing up

M. Phil. Economics and Politics of Development
New Hall College, University of Cambridge. 1991-1992

B. Soc. Sc. Economics and International Studies
University of Birmingham, UK. 1989-1991

Core Competencies:

Helen Bushell is a Socio-Economist with over nine years of experience in both technical and academic fields. With her extensive working knowledge of rural livelihood systems, Helen has specialised in the policy, information and institutional aspects of poverty alleviation, food security and drought management and the linking of the community to the national level. Her experience covers project management, the development of institutional structures, and information systems development and management.

Helen has strong analytical, report writing and presentation skills. In her capacity as Early Warning System Advisor in the Dutch funded, Drought Preparedness Intervention and Recovery Programme, Helen spearheaded the Documentation and Dissemination Working Group, relating lessons learnt to the wider policy environment. In addition, Helen has had experience as a lecturer and trainer at the University of Reading in the areas of poverty alleviation, monitoring and evaluation, vulnerability and famine, food security, coping strategies and gender issues. She has also spent several years in research work, as a writer and information officer.

Helen has experience in both long and short-term consultancy assignments of working for a variety of contracting agencies, including RNE, FAO, World Bank, CARE Somalia/South Sudan.



Career Summary:

- 1998 to date Senior Consultant, Acacia Consultants Ltd. Nairobi, Kenya
- 1997 to 1998 Lecturer in Development Studies and Director of Short Courses, International Development Centre, The University of Reading, England.
- 1994 to 1995 Projects Manager, TreeAid, Bristol, England.
- 1993 to 1994 Research Assistant, Department of Politics, University of Leeds, England
- 1992 to 1993 Information Officer/Writer, CIRCA Research and Reference Information Bureau, Cambridge, England.
-

Professional Experience:

September 1998 to date Senior Consultant: Acacia Consultants Limited, Nairobi, Kenya.

Short term consultancy assignments include:

- ◆ Diagnostic exercise on the start-up of EC funded 'Food Insecurity and Vulnerability Information and Mapping Systems' (FIVIMS) work in Kenya, FAO.
- ◆ Project design and proposal writing, Shabelle Agricultural Rehabilitation Project. CARE Somalia/Southern Sudan
- ◆ Project Proposal: Final evaluation of the first phase and feasibility study for the second phase of the EC funded Karamoja programme, Uganda. Arcadis Euroconsult.

Long-term assignments:

- ◆ *September 1999 – August 2000: Technical Advisor, Institutionalization of Drought Monitoring and Management in Kenya.* Providing technical assistance to the Arid Lands Resource Management Project (a World Bank-funded Government of Kenya Project) in its mandate to establish a sustainable institutional and policy framework for more effective drought monitoring and management in Kenya. Duties include bringing together donor representatives and Government officials in order to establish agreement on the establishment of the Drought Monitoring and Management Partnership (DMMP). Funding was provided by the Royal Netherlands Government.
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- ♦ *September 1998 – August 1999: Early Warning System Advisor, Drought Preparedness Intervention & Recovery Program in the Arid Lands of Kenya.* Areas of responsibility include the refinement of the community based Early Warning System (EWS), networking and promotional activities with key stakeholders, technical support to GoK in the establishment of national level drought management structures and related policy, development of drought monitoring and assessment methodologies on a multi-agency basis, regular reporting to the response community on issues of food security amongst pastoral communities in the arid districts of Kenya and promotion of linkages between the community, district and national level in terms of drought monitoring, preparedness and response activities.

Nov 1997 to Aug 1998

**Lecturer in Development Studies (Director of Short Courses),
International Development Centre, The University of Reading.**

Key duties:

Research: specifically in the areas of food security, vulnerability and famine, coping strategies and gender issues.

Co-ordination of IDC materials and institutional structure, including the preparation of bids for external research, publicity and dissemination activities, capacity building amongst member departments to facilitate multi-disciplinary research, consultancy and training activities.

Training/teaching: Identification of training needs and development of course materials for MSc Research Training Programme, a practical skills based course covering social research methods (principles into practise), computer applications and statistics for social research and econometrics and data analysis for developing countries.

Short course director: Design and delivery of practical, skills based courses in the areas of Poverty Alleviation and Monitoring and Evaluation.

Jan 1997 to Oct. 1997

**Research Fellow: “Obstacles to the Green Revolution in Africa”
International Development Centre, The University of Reading**

Key duties: Assessment of the poverty impact of technical change in the agricultural sector on rural livelihoods. This included the design, execution and analysis in conjunction with the project director and field supervisors of field research. Specifically, identification of and liaison with project partners (Ministries, Research Stations, University Departments), rapid documentation review, strategy development, identification of appropriate project areas following RRAs of farming systems, development and pre-testing of household survey questionnaire, training of field-level staff in data collection and analysis techniques, exploratory data analysis and report writing. Funding provided by the World Bank and The Gatsby Foundation.

Areas of project operation: Kenya, Malawi and Uganda

Oct. 1994 to July 1995

Projects Manager (Sahel), TREE AID, Bristol, England

Curriculum Vitae Helen Denise BUSHELL

Responsible for the management of a portfolio of projects in the Sahel region, including the appraisal of project proposals, technical backstopping of project partners, the design and operation of computer based MIS appropriate to the project portfolio, project review and evaluation, and the design of internal M&E systems.

March 1993 to Feb. 1994

Research Assistant: Department of Politics, University of Leeds, UK.

Research Objectives: To understand political linkages between development aid and the emerging democracies of Sub-Saharan Africa, specifically, Kenya, Nigeria and Zambia.

Key Duties: Rapid documentation review and production of literature survey. Compilation and management of a country case study database for the facilitation of operational research.

June 1992 to Mar 1993

Information Officer/Writer: CIRCA Research and Reference Information Bureau, Cambridge (Publishing house).

Responsible for the monitoring of economic events from secondary source materials and production of economic overviews of all Sub-Saharan African countries and the construction of a database containing textual and statistical information of an economic, political, social and historical nature for all countries of the world.

Professional Training:

May 1999

Remote Sensing in the Field of Drought Monitoring.
USAID/FEWS and IGAD, Nairobi, Kenya

1997 – 98

Professional Staff Development: Sessions include: *Preparing project Proposals and report writing, Voice control and Presentation skills, Writing for Publication, Time management, Course Evaluation*, Centre for Staff Training and Development, University of Reading, UK

Dec. 1997

Logical Framework Training programme, Human Resources
Department DFID, London

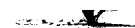
Sept. 1993

Statistics for Social Scientists, Leeds University Statistical Services,
Leeds UK.

Publications:

H. Bushell & M. Wekesa (2000), *Linking EWS Information to Response*, Field Exchange, Dublin.

Curriculum Vitae Helen Denise BUSHELL



P. Mosley, H. Bushell, & L. McClellan (1998), *Extension, Farmer Decision-Making and the Spread of the African Green Revolution*, Occasional Paper 3, Department of Economics, The University of Sheffield.

H. Bushell (1998), *Intra-household Resource Allocation in Malawi: Implications for Food Policy*, Department of Agricultural Economics and Business Management. Wye College, University of London, Seminar Series.

H. Bushell (1998), *Effectiveness of ESAF Conditionality: a case study of Ethiopia, Tanzania and Nicaragua*, Christian Aid, London.

H. Bushell and P. Mosley (1997), *The rise and fall of T&V extension: the case of Kenya*; unpublished paper

H. Bushell, (1994), *Poverty, Environment and Social Transformation in Egypt*; Bibliographic database; University of Leeds/USAID (Egypt)

Languages

English (Mother Tongue)

Kiswahili (Basic)

French (Basic)