



Profiling Horticulture Cooperatives, Government Departments and Programs Supporting Horticulture and Agro-processing in 16 Selected Counties



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ACRONYMS

ASDSP	Agriculture Sector Development Support Programme
HortIMPACT	The Kenya Market-led Horticulture Program
SNV	Netherlands Development Organization
SBOs	Small Business Organizations
OCAT	Generic organizational capacity assessment tool
KCSAP	Kenya climate Smart Agricultural Project-World bank Funded
NARIG	National Agricultural and Rural Inclusive Growth-World bank funded project
ADB	Africa Development Bank
CBOs	Community-based Organizations
POs	Producers organizations
NIB	National Irrigation Board
NORAD	The Norwegian Agency for Development Cooperation
CDF	Constituency development Fund
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
USAID	United States Agency for International Development
AVCD	Accelerated Value Chain Development
CIP	International Potato Centre
KEPHIS	Kenya Plant Health Inspectorate Services
HCD	Horticultural Crops Directorate
KCEP-CRAL	Kenya Cereals Enhancement Programme - Climate Resilience Agricultural Livelihood (window)

EXECUTIVE SUMMARY

Introduction

The Kenya Market-led Horticulture Program (HortIMPACT) is a 5-year project (2015-2019), funded by the Netherlands government through its Embassy in Kenya and implemented by SNV Netherlands Development Organization and consortium partners Solidaridad, HIVOS and Delphy. The program is contributing to increased food security, increased incomes and a dynamic and sustainable horticulture sector in Kenya, with a strong focus on private sector development. The HortIMPACT programme funded this study to profile cooperatives and farmers groups in horticultural value chains and to understand key stakeholders, their core activities and level of development to inform the right mix for partnership in scaling interventions (business cases) in 16 counties in Kenya; Kiambu, Kajiado, Nyeri, Meru, Nyandarua, Laikipia, Nakuru, Narok, Bomet, Uasin Gishu, Nandi, Bungoma, Transnzoia, Kitui, Makueni, and Machakos counties. The specific objectives addressed by the study were to;

- i. Understand farmer organizations (groups or cooperatives) specializing in horticulture in the selected counties.
- ii. Understand women's and youth groups and SME associations related to agri-business activities
- iii. Understand government programs and departments that offer support services (technical and financial) to the horticulture industry at the national level and in the selected counties.

Methodology

The study employed a two-phased approach to data and information collection; 1) County scoping study and 2) individual organization assessment using a standardized and customized Small Business Organizations (SBO) assessment tool. Scoping study conducted by the consultants preliminarily identified horticultural organizations assessed in the second phase and also collected primary information on horticulture from stakeholders, their roles in the value chains and horticultural related infrastructure development in each county. Key sources of information in the scoping phase was mainly County department of Cooperatives, Agriculture and related National and County donor funded projects and programmes.

The individual organizations assessment phase was conducted after recruitment and training of enumerators and county supervisors for each county. The training on the administration of the assessment tool was conducted in Nakuru and Nairobi for one day to equip the trainees with the skills to administer the tool to organization officials and a few members in pairs at the same time and the supervisor to summarize collected information into a brief report for consolidation by the consultants.

The modified version of the generic organizational capacity assessment tool (OCAT) that has been developed and refined based on existing knowledge of organization development and experience of non-governmental organizations and community-based organizations was used. The OCAT was designed to identify an organization's relative strengths and weaknesses and generate baseline information needed to develop strengthening interventions. The standard OCAT identifies and examines seven elements of organization effectiveness as governance, management capacity, human resources, financial resources, service delivery, external relations and sustainability in order to provide evidence to strengthen organizational, managerial, and financial or resource sustainability. The framework recognizes that organization development is a long-term, interactive, and iterative process that include several distinct stages through which an organization passes, and which could be summarized in to four growth stages; 1) the start-up or nascent stage, 2) Development or emerging stage, 3) Expanding, growth, or consolidation stage and 4) Sustainability or mature.

Study Results

The study assessed 64 relevant farmers organizations (groups and cooperatives), at least four in each county and the results (average score rating ranges between 0.02 and 0.76) shows that all the organization are in stage one of growth; start-up or nascent stage. This implies that, farmer groups assessed are below average in capacity and performance (0.19); meaning, most of the SBOs are just beginning to develop structures required for effective performance in the key capacity areas. Supply, processing and marketing recorded the highest score (0.22), although below-the-edge performance in terms of development stages. This was followed closely by operational capacities (0.20). The lowest capacity scores were recorded in leadership (0.13) and adaptive capacity components (0.19). This suggests need for immediate intervention in all the components critical for the SBOs to meet their mandates. Across the counties, Nyeri, Trans Nzoia and Uasin Gishu recorded the lowest capacity and performance scores in almost all areas. Despite all the areas recording lowest performance, highest performance across the counties was noted in Narok (0.35), Nyandarua (0.34), and Machakos (0.33) counties. These counties have some of the slightly well-established cooperatives such as Ole-riondo, Kasinga Mung'ala, Mulo, and Namunyak among others. These areas also have relatively good access to fertile soils, water and better markets compared to all the other counties.

In Kenya, Cooperatives continue to experience a plethora of challenges that impact their performance as business organizations and in most cases operate more or less as welfare organizations. The assessed horticulture farmer groups were found to face a number of constraints that negatively impact on their performance and therefore service delivery to farmers. There is sufficient and consistent evidence that these groups are poorly governed, are not dynamic, lack appropriate human resource policies, operate below capacity, and a good number are financially unsustainable.

Results indicate that apart from overall stated functions or activities of co-operatives, most organizations did not seem to have concrete, competitive strategies to enhance their growth and development and achieve member satisfaction. None of the SBOs had a business plan. Further, there was a general lack of diversity of skills, knowledge and experience among most organization leaderships, with the biggest constraint being inadequate financial management skills. Except for a few, there is limited management capacity in the assessed co-operatives with majority still requiring capacity building on certain key issues such as financial management and strategic planning. Likewise, most organizations have a low active membership compared to the total registered membership which limits the business volumes and operational efficiency.

Almost all organizations have at least one partner, but the partnership is not structured, or formalized in most cases, majority being produce buying companies and extension service providers.

Majority of the SBOs lacked adequate staffing especially in management. Even those that had some staffing generally lacked well established human resources system or plan for staff recruitment, retention, training and development. Notably, most farmer organizations did not have qualified produce graders and facilities for produce handling and grading as most relied on buyers like VegPro for produce collection and grading. Most groups also mentioned inadequate funding as a challenge that is limiting effective service provision and performance, which calls for interventions in resource mobilization. Almost all of the SBOs operate below capacity especially due to inadequate facilities. Share contribution in most SBOs is very low and contribution has since stopped making it hard to run the operations or fund the budgets especially on development or structural investments. The use of computers or modern technology in business operations was also limited to a few organizations due to lack of funds. Less than a third of the organizations were operating in their own premises, with some having rentals and undeveloped plots.

Weak linkages in extension service provision to members was observed in majority of the SBOs. The organizations do not have or provide extension service but rely mostly on development agencies. The services offered in most organizations included facilitating provision of farm input services, extension services, and financial services.

Recommendations

Produce collection remains a major problem in most societies which lack essential infrastructure for cold chain management yet have farmers dispersed over wide radius with poor road network. Produce rejection is also a major concern in these societies and this affect the competitiveness of the horticulture produce in local, regional and export market. This is one of the key areas that support programs will need to focus on to enhance competitiveness. Still there is a very big variation in produce collection during wet and dry seasons. Opportunity for real and sustainable impact exists in a number of key areas. All groups require capital investment; linkages with financial service providers was mentioned as the key requirement, and not handouts from development programs. This coupled with optimism from the leaders, present opportunity for the program to realize and even surpass the targeted milestones in the program component goals.

The need to focus on strategic planning and business plans development process. It is recommended that the HortIMPACT program engage professionals who are well-versed in strategic planning process to first sensitize the leaders of the SBOs on the importance of strategic thinking and planning prior to facilitation to develop one (strategic plan). This is to avoid the poor-quality strategic plans such as the ones observed during the evaluation and lack of their implementation.

In overall and based on the capacity scores achieved on performance areas by each of the assessed SBOs the top ranked 40 SBOs have potential for sustainable partnerships provided that they get support in the critical areas weakness highlighted for each of the organization.

1. INTRODUCTION

1.1. OVERVIEW OF KENYA MARKET-LED HORTICULTURE PROGRAM

The Kenya Market-led Horticulture Program (HortIMPACT) is a 5-year project (2015-2019), funded by the Netherlands government through its Embassy in Kenya and implemented by SNV Netherlands Development Organization and consortium partners Solidaridad, HIVOS and Delphy. The program is contributing to increased food security, increased incomes and a dynamic and sustainable horticulture sector in Kenya, with a strong focus on private sector development. The following three systemic themes, crucial for further development of the horticulture sector in Kenya are being addressed by the program: 1) inclusion of small and medium sized, entrepreneurial farmers in supply chains; 2) improving food safety and integrated crop protection and 3) reducing food losses through efficiency in supply chains.

1.2. BACKGROUND OF THE PROJECT AREA

The study was conducted in 16 counties; Kiambu, Kajiado, Nyeri, Meru, Nyandarua, Laikipia, Nakuru, Narok, Bomet, Uasin Gishu, Nandi, Bungoma, Transnzoia, Kitui, Machakos, and Makeni. Some of these counties have high and reliable rainfall coupled with moderate temperatures that is suitable for growing horticultural crops while others also have irrigation potential already exploited by smallholder farmers in growing various crops including horticulture. These favors both rain-fed and irrigated production of vegetables, fruits and potatoes. The production potential is further amplified by the increasing global and local demand for horticultural produce hence offering a possible opportunity for improving food security and incomes for majority of the country's smallholder farmers.

The strategic direction of the sub sector includes improving crop productivity and marketing of horticultural produce in most counties. This entails enhancing food safety and crop protection management practices, post-harvest management practices, participation of small and medium sized entrepreneurial farmers in the supply chain, and funding and support by the national and county governments to improve the capacity necessary for the realization of market-oriented smallholder horticulture sub sector.

1.3. RATIONALE FOR PROFILING FARMER ORGANIZATIONS

This study aims to understand key stakeholders, their core activities and level of development to inform the right mix for partnership in scaling interventions (business cases) in Kiambu, Kajiado, Nyeri, Meru, Nyandarua, Laikipia, Nakuru, Narok, Bomet, Uasin Gishu, Nandi, Bungoma, Transnzoia, Kitui, Makeni, and Machakos counties. The specific objectives are to:

- I. Understand farmer organizations (groups or cooperatives) specializing in horticulture in the selected counties.
- II. Understand women's and youth groups and SME associations related to agri-business activities
- III. Understand government programs and departments that offer support services (technical and financial) to the horticulture industry at the national level and in the selected counties.

The study was expected to deliver a report profiling stakeholder targeted and provide the following key information;

1. A database with overview on farmer Cooperatives and Groups in horticultural crop value chains in the selected counties;
2. Overview of National and County Government departments, programs and funds working in Horticulture and related value chain;

3. Other development programs on access to finance, women and youth inclusion/employment in the horticulture sector within the target counties.

1.4. SCOPE OF THE ASSESSMENT

The study was conducted in the 16 counties in two stages; 1) Scoping stage which identified groups and cooperatives in each county for further assessment apart from collection of information on stakeholders, development partners and departments working with farmers and infrastructure supporting horticultural value chain. The county visits were restricted to the department of Cooperatives and Agriculture including ASDSP County coordination unit. In the Cooperative department, a list of legally registered cooperative societies was collected, and the ones involved in horticulture identified and documented for further assessment. The department of Agriculture further verified the activities of the farmers' cooperatives and provided a list of farmer groups undertaking horticultural production, marketing and value addition. The study therefore relied on these two departments to derive a list of organizations to be assessed. 2) Each organization was assessed using a standardized tool; interviewing cooperative and group officials and one or two members and also took note of any evidence supporting the information provided.

2. TECHNICAL APPROACH AND METHODOLOGY

Both scoping and assessment approaches were used to identify the SBOs to be assessed and the actual assessment undertaken. The assessment defined capacity as the ability of the horticulture small business organizations (cooperative societies, self-help horticulture groups, produce bulking centers, horticulture associations) to perform functions, solve problems, and set objectives and goals in a sustainable manner. Consequently, the assessment analyzed the horticulture SBOs current capacities and performance against desired future capabilities to generate understanding of capacity assets and needs (strengths and weaknesses).

2.1 Scoping

To identify the cooperatives to participate in the study, the consultant held discussions with the extension and cooperative staff in the targeted counties during a scoping study based on pre-determined criteria. The criteria included: the group must be a horticultural farmer organization; formal and legally registered; dealing in horticultural activities on behalf of members; and dealing in strategic value chains supported by other stakeholders (county government, national government, etc.). The key informant interviews with extension and cooperative officers in target counties, complimented with preliminary review of the materials provided helped identify the key farmers' organizations to be consulted.

2.2 Capacity Measurement Tool

The consultants employed a modified version of the generic organizational capacity assessment tool (OCAT) that had been developed and refined based on existing knowledge of organization development and experience of non-governmental organizations and community-based organizations.

The tool identifies areas of organizational strengths and weaknesses and tracks related changes from one measurement period to the next. It employs an assessment team that conducts research before completing an assessment sheet. The data collection steps with the tool allows for systematic cross-checking of perceived capacities and performance areas with actual or observable facts. The framework is more inductive, building up to the capacity description, given a rating scale.

The standard OCAT identifies and examines seven elements of organization effectiveness including governance, management capacity, human resources, financial resources, service delivery, external

relations and sustainability in order to provide evidence to strengthen organizational, managerial, and financial or resource sustainability. The framework recognizes that organization development is a long-term, interactive, and iterative process that include several distinct stages through which an organization passes. These are:

1. The start-up or nascent stage: This characterizes an organization in the earliest stages of development. Management components or structures are non-existent or at their most basic levels.
2. Development or emerging stage: Structures for governance, management practices, human resources, financial resources, and service delivery are in place and functioning.
3. Expanding, growth, or consolidation stage: The organization has a track record of achievement and is recognized by its constituency, the government and its agencies.
4. Sustainability or mature: The organization is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks.

Where an organization falls along this continuum is dependent on its strength and maturity in each of the seven components of organization effectiveness, described above.

2.3 The revised capacity and performance assessment tool

In employing a modified version of the OCAT, the consultants acknowledged that capacity and performance assessment is only a tool and not a solution. Prior understanding of the political context within which capacity is being deployed and a clear rationale for why certain capabilities and performance areas would be required in future is critical. Equally, the desired capacities and performance areas should not emerge from the assessment but must be defined prior to the exercise. That inappropriate inputs and identification of desired capacities and performance areas would have limited the value of the framework for solution design was readily appreciable to the team. Capacities and performance areas here refer to the horticulture SBOs' internal components such as leadership structure and culture, adaptive capacity, administrative and internal functions, processes, technical functions and resources. The revised tool, deliberately referred to as cooperative capacity and performance assessment tool, identified the following key capacity and performance areas as vital for long-term achievements of various development goals under HortIMPACT.

- Leadership: the extent to which the cooperative's leaders inspire, prioritize, make decisions, provide direction, and innovate.
- Adaptive capacity: the ability of the cooperative to monitor, assess and respond to internal and external changes.
- Management: ability of the cooperative to ensure effective and efficient use of organizational resources.
- Operations: the performance of the cooperative in implementing key organizational and programmatic functions.
- Supply, processing and Marketing: the extent to which the cooperative is effectively carrying out important dairy related business functions.

Under each of the key capacity and performance areas above, a set of components/sub-capacities were identified, reviewed and consolidated and then applied to all the 64 SBOs.

2.4 Data Collection

The consultants' experience with capacity assessment tool such as the one described above is that even with a comprehensive evaluation criterion, it is quite subjective in nature and therefore scoring or ranking of capacity depends on the perception of given individuals (assessors) at a particular time. The situation can be aggravated by high staff turnover and limited education of some of the horticulture small business

organizations management committee members. Accordingly, the consultants employed participatory approach and engaged an assessment team of four members visiting a cooperative in pairs at any given time per county, and one county coordinator to enhance quality oversight on collected data. One county data collection coordinator and 4 assessment team members were trained on the revised performance assessment tool; they visited all the selected horticulture cooperatives in each of the target counties and engaged the representatives in focus group-type meetings.

The SBO representatives consulted in each case include management committee members (chairman, the secretary, and one member of the supervisory committee), the manager and two other members (a man and a woman for gender balance). The two horticulture farmers provided independent view of the performance of the management of the cooperative in question and of the expectations of the general membership in terms of service delivery. The data collection process to be employed in the exercise can be summarized as follows:

- Focus group discussions with representatives of management committee (chairman, secretary, one representative of the supervisory committee), the manager, and two other farmers representing general SBO membership. Women and youth were represented in these focus groups.
- Review of the SBOs documents and records e.g. registration documents, strategic plans, audited financial reports, horticulture produce supply contracts with buyers/processors, minutes of annual general meetings, Memorandum of Understanding signed with other agencies etc.

2.5 Data analysis

Because the framework was mainly descriptive, most of the information obtained was of qualitative nature. These were converted into a quantitative index. Once each sub-capacity area was assessed and assigned a score from "1" to "4", representing the relative need of improvement in that specific component/sub-capacity; the scores were then rolled-up and averaged to give the total score for the capacity area. The capacity scores were summed up and averaged again to give the total SBO capacity score. Within each county, total capacity areas and total scores of all the SBOs were averaged to give the respective county scores in terms of capacity areas and total scores. In the analysis of the data collected, the consultants were guided by the following key questions:

- Which SBOs needed assistance and in which capacity areas? This was identified by the SBOs with the lowest total capacity scores and lowest scores per capacity area, respectively.
- Which counties needed more technical assistance and in which areas? This was identified by the county with the lowest total and capacity area scores.
- Which are the capacities that HortIMPACT needs to focus on and help the SBOs gain more expertise (identified by the capacities with the lowest scores).
- Which are the key performance issues that cut across all the counties that may require joint remedial action? This was identified by the low capacity scores in all the counties.

3. ASSESSMENT FINDINGS AND DISCUSSIONS

This chapter presents the results of the SBOs capacity assessment by county. Under each county, a brief summary of each SBO is presented, then the rating score by performance area and overall are discussed and the cross-cutting issues on cooperatives in the county that may require joint actions by HortIMPACT. The detailed assessment on each SBO and prioritized strengths and challenges are presented in Appendix 4. At the end of county SBOs assessment, prioritization of the cooperatives to inform decision of the HortIMPACT

project on the cooperatives to work with is done based on where they fall along the rating continuum. The rating framework was applied while recognizing the fact that organization development is a long term, interactive, and iterative process that include several distinct stages through which an organization passes. These are: 1) the start-up or nascent stage: This characterizes an organization in the earliest stages of development. Management components or structures are non-existent or at their most basic levels; 2) Development or emerging stage: Structures for governance, management practices, human resources, financial resources, and service delivery are in place and functioning, 3) Expanding, growth, or consolidation stage: The organization has a track record of achievement and is recognized by its constituency, the government and its agencies; and 4) Sustainability or mature: The organization is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks. Hence where the assessed SBOs falls along this continuum is dependent on its strength and maturity in each of the seven components of organization effectiveness (governance, management capacity, human resources, financial resources, service delivery, external relations and sustainability), described above.

3.1 BOMET COUNTY

Bomet County has the potential for a number of horticultural crops and top in the list is Irish potato which is currently part of the National Big Four Agenda, addressing food security in the current government. Passion fruits, tomatoes, avocado, French beans, bananas, and melons are some of the horticultural crops grown by smallholders in groups or cooperatives under rain-fed and irrigated horticulture in the 3 of counties irrigation schemes developed and supported by funding from African Development Bank (ADB) and National Irrigation Board (NIB). The 3 irrigation schemes are Kaboson which is implemented by National government and ADB is about to be completed; Negirwet irrigation scheme is constructed by Red Cross society of Kenya and NIB and in its final stages of completion and producing French beans, water melon, bananas and tomatoes; Chebara irrigation scheme is supported by NIB is completely operational. Farmers growing Irish potatoes are exploited by brokers who offer low prices since they are the buyers though some farmers are contracted by NORDA and DEEPA, two of the major players in the industry. Lack of certified seeds in the region also discourages the farmers due to high cost of sourcing from Meru. Passion fruits are also grown after TECHNO SERVE promoted the fruit some of which were exported before woody stem diseases destroyed the crop due to source of planting material.

Climate Smart Project funded by World bank is being implemented in six Wards since 2017 and promote bananas, tomatoes and Irish potatoes value addition directly; and avocados, mangoes and local vegetables indirectly. This project will be implemented until 2022. County target value addition equipment and has already budgeted for a processing plant for horticulture. ASDSP supported Irish potatoes, avocados, maize and dairy groups to be registered as cooperatives. Twiga foods is interested in bananas from the county.

Generally, the findings show that farmer groups are more active in horticultural production than cooperatives and they partner with development and donor organizations, including SNV, and private sector. The County government supports horticulture by subsidizing cost of planting material on bananas avocados, mangoes, and macadamia. The four farmers' cooperatives/ producer's groups assessed were Ndaraweta producers & business co-op society Ltd, Nyongores farmers' co-operative society Ltd, Abosi horticultural cooperative society Ltd and Isei multi-purpose farmers' co-operative society Ltd. The detailed profile of each of these SBOs are presented in Annex 4.1.

Ndaraweta is a cooperative registered in 2014 and located in Bomet Central Sub-County. It had 500 registered members (M 200, F 300) then but currently have 300 active members (M100, F200). It produces over 10,000

packets of crisp per day over peak period but 6400 packets in low seasons all of which are sold in the local markets to retailers. It has share capital of KES 250,000 (KES 500 per member paid once) with a turn-over of KES 27.5 million per year up to 2017 before operations stalled due to breakdown of processing plant. It has 6 casual workers and no permanent staff and when it was operational, acquired inputs especially seeds and crop protection, and provided extension services to farmers. It has 5-years strategic plan since 2014.

Nyongores is a cooperative registered in 2013 but became operational on October 23rd, 2014. It is located in Bomet Central sub-county with registered membership of 300 active farmers (M 100, F 200) a reduction from the initial members of 500 farmers (M 200, F 300). Members of the cooperative are growing avocado and passion fruits both of which have not been harvested and was at flowering stage when the cooperative was visited. It has share capital of KES 5,000 and have one casual staff. The cooperative has a strategic plan for 2 years (2018-19).

Abosi is cooperative a registered in 2017 with 73 farmers (M 56, F 17), and currently have 52 active (M 30, F 22) members. Its located in Sotik Sub County, growing and selling tomatoes in the local market to retailers and has share capital of KES 14600 (73 members each paid 200/= once). It has no staff and no strategic plan in place.

Isei multi-purpose farmers' co-operative society Ltd was registered in 2014 with a membership of 200 farmers (M127, F73) and involved in avocado production and marketing. Co-op is located in Bomet East Sub County and members have a total of about 6000-6500 avocados trees. It has share capital of KES 100,000 (KES 500 for each 200 members paid once). All the avocado produced are sold to retailers in the local market and has one casual worker. It has strategic plan in place (2014-2019).

From the assessment findings, all the cooperatives in Bomet County are rated as falling in the first growth stage with Abosi having the highest performance rating at 0.47 compared to Nyangores at 0.36, Isei at 0.3 and Ndaraweta at 0.13. The high overall performance of Abosi cooperatives is because of high rating on adaptive capacity, management capacity, and leadership.

Ndaraweta cooperatives have the potential to grow especially in Irish potato production and processing into crisps growth given its resource base, membership and wider catchment area. The cooperative is producing Irish potatoes of dry matter content suitable for processing and value addition which is unique to Bomet County. The cooperative still has opportunities in improved management capacity, food processing, packaging and branding and marketing. It could also computerize its systems, mechanization of all production processes and put in place HR system. High cost of electricity affects continuous operations of processing and value addition of potato into crisp and other products.

Similarly, Nyongores farmers' co-operative society Ltd has potential of growth given its membership and wider catchment area with high potential of avocados and passion fruit production. The cooperative has diversified operation doubling in avocados and passion which is a good risk management strategy for the farmers given the market dynamics. The cooperative is still young, conducted election on 8/9/2018 to elects its new officials. They have opportunities to improve leadership, organizational management, operations, production, supplies marketing and financial performance through capacity building.

Abosi horticultural cooperative society limited need capacity building on management and leadership and support in the infrastructure development as it's still very weak to conduct the business of a producer group. It has opportunities in value addition, packaging and branding and marketing. It can innovate and adopt modern technologies like green house and irrigation to reduce production costs.

Isei multi-purpose farmers' co-operative society limited have a good resource base of established avocados trees, good network of partners, motorcycles and input shop and members who have basic shared beliefs and values. The cooperative could easily be kick started if provided with basic skills in the six capacity areas. It has opportunities in food processing, packaging, branding and marketing. It can also explore more in mechanization, innovation and technology in new varieties and grafting for high productivity.

3.2 BUNGOMA COUNTY

There are many organized groups but only one cooperative involved in horticulture production mainly Bananas, Tomatoes and Passion fruits. Some of the producer groups practice contract farming particularly in Passion fruits which is contracted by Fruited Plain Organization. Others horticulture crops in the county include Irish potatoes, local vegetables, and macadamia.

Development projects in horticulture include a national project funded by IFAD, Smallholder horticultural and marketing project (SHoMaP) constructed seven horticultural collection centers in the county. These were handed over to Ministry of Trade after devolution and are located in Webuye west, Kimilili, Kanduyi and Sirisia. The Constituency Development Fund (CDF) together with SHoMaP co-fund the establishment of tomatoes processing factory at Kimilili. A Japanese donor funded Project SHEP-PLUS did capacity building to 10 registered farmer groups growing horticultural crops. Agriculture sector development support programme (ASDSP) is supporting tomatoes value chain and pushing for registration of tomato value chain groups to a cooperative society. A World Bank funded programme-Community Driven Development and flood mitigation which was implemented for 8 years since 2006, constructed market centres in Western region including Bungoma. Community Farmer Field Schools partnered with FAO on capacity building on Irish potatoes to empower farmers exploit production and marketing potential in the county. Collaboration/partnership exist between most organizations and some institutions such as ADS, Government departments, CDF and VI Agro forestry.

The following four organizations, 1 cooperative and 3 CBOs were assessed; 1) 3KM SACCO Farmers' Co-operative Society, 2) Kimaeti Farmers CBO, 3) Green Warriors CBO and 4) Namubila Tomato CBO.

The 3MK SACCO is a cooperative registered in 2011 with membership of 281 which increased to 1152 members (M 416/ F 736) and currently have 920 active members of which 20% are youth. It is located in Kimili sub-county and engaged in bananas production with an average production of 5 tons per week. Produce is sold to hotels and schools through some contractual arrangements. It has share capital of about 1.77 million and about KES 2 million in turn-over per year. They are also involved in bulking of banana suckers for sale and tree seedlings from their nursery. It has employed 3 staff on contract of one year and have a 3 years strategic plan (2018-2021).

Kimaeti farmers is a CBO registered by the department of culture and social services in 2011 though started operating in 2009. It is located in Kimaeti ward, Bumula sub-county with membership of 5263 (M 2140, F 3123) and 1800 youths. It produces about 270 tons per month of bananas during peak seasons and 100 tons in low periods mostly sold to Kibabi University. It has share capital of KES 186,000 and also engaged in agro-forestry and carbon credit. They have four permanent staff and sometimes hire casuals. They have 5 years strategic plan (2016-2021).

The green Warriors is a farmer field school located in Kabuchai Sub County and started in 2013 with 50 members (M22, F 28) and currently have 23 active members cutting across all the gender including the youth. It is involved in tomato production and marketing producing over 10000 tons per month and 2500 tons during low season. All the produce are sold to middlemen and schools. The turn-over is approximated at KES 200,000

and share capital status is not clear. This is a group where individual members are growing other crops, no employed staff and strategic plan.

Namubila is an old CBO registered in 2006 and started operating in 2007 with membership of 600 members and currently have 900 (M400/F 500) though only 500 active members, 10 percent of whom are youth. The CBO is producing 400 tons of tomato in peak seasons and 300 in low seasons most of is sold to schools and middlemen. Contributing shares capital has been a challenge. Members are also producing maize, beans and practice dairy goat keeping.

From the assessment findings, all the cooperatives in Bungoma County are rated as falling in the first stage of growth with Namubila Tomato CBO having the highest performance rating at 0.72, the second best in all the 64 SBOs assessed in the 16 counties. The other three have very low performance ratings; Green Warriors (0.14), Kimaeti farmers (0.09), and 3KM SACCO (0.04). The high overall performance of Namubila Tomato CBO is because of high rating on management capacity, adaptive capacity, operational capacity and supply, processing and marketing. Detailed assessment results of each of the SBO is presented in Annex 4.2.

3.3 NANDI COUNTY

The county is suitable for a number of horticultural crops production including passion fruits, tomatoes, avocado, tissue culture bananas, vegetables and potatoes. It has a huge production potential, but crop diseases and marketing are some of the challenges constraining exploitation of this potential. Originally, not many cooperatives were registered as horticultural crops producers, but more or less took up horticulture as a form of diversification from dairy as the main activity. From the commissioners of cooperative records, 8 registered cooperatives with certificates dealing in horticulture; 1) Nandi county horticulture in Kapsabet-planting potatoes mainly with French beans and cabbages, 2) Kabujoy horticulture farmers' cooperative society growing passion fruit, 3) Katumu horticulture farmers' cooperative society, 4) Aldai horticulture youths Sacco which grow pawpaw and passion with seedlings from the University of Jomo Kenyatta, 5) Mosoriet horticulture farmers' cooperative society growing passion fruits, 6) Emdit horticulture farmers' cooperative society, 7) Evergreen Mwangaza youths cooperative growing potatoes has 22 members (mainly youth), and 8) Oldoldo youth group in Lesoss with 18 members.

Passion fruit is one of the most important horticultural crops grown for export before it was affected by woodiness diseases due to poor source of planting material. Potato is currently one of the most important crops grown by cooperatives and groups and even value added. The International Potato Centre (CIP) with assistance from USAID funding under Accelerated Value Chain Development (AVCD) programme has been supporting potato farmers in Nandi and takes credit on Cooperative formation which its main economic activity is to produce and market Irish potatoes.

A number of other organizations including county government support horticulture production and marketing. The county government partnered with Safaricom to promote marketing using digital platform (Digifarm) and already piloting the services in some Sub counties. They are in the process of raising KES 15 Million, which is the deficit needed to conclude the deal with Safaricom by doing a proposal. Meru Green is supporting French beans by purchasing and exporting and EPZ plans to establish a vegetable canning factory in the county.

SHoMaP built market centre for selling horticultural produce at Kaptumo, Serem, Labuywa, Tingeret Kibiyoki, Aldai and Kapsingere. Some of these markets are used as collection centres by the Meru Green and others like Kapsingere has been abandoned by the farmers due to its remote location. NARIG- a World Bank funded programme (2017-2022) is promoting tissue culture banana, avocados, Irish potatoes and Tomatoes. A USAID funded programme, Accelerated Value Chain Development (AVCD) has been promoting Irish potatoes

since 2015 and Irish Potatoes Cooperative was registered in 2017 with 40 members and a manager employed by the county government. KEPHIS and Exporters ACD are some of the partners involved in horticulture value chain. There is a farmer's union, Nandi horticulture, which is an umbrella organization for farmers growing Irish potatoes and avocados. French beans growers have also joined County union of farmers and the county government planned to construct a canning factory at Aldai sub-county. The sub-county is suitable for avocado production especially at its border with Kisumu.

During the scoping study, a number of groups, associations, and private sector were found to be active in horticulture in the county. Lohgrass- Lesos horticulture growers association is on transition to a farmer cooperative and has 30 acres of land under French beans and avocados and was once the county hotspot for passion fruits and were supported by USAID-KAVES. They are also getting into an MOU with Habet Agro Company in Eldoret. Habet has ten years contract with farmers and give out the seedlings which is recovered from marketed avocados. Meru greens based at Athi River are buying French beans through farmers they contract. Siret empowerment cooperative also called Siret out-grower's empowerment project based in Lesos, Kapchorwa, Chepkuyu and Nandi hills produce avocados. Tea farmers in Nandi hills belong to Siret empowerment NGO. ELDEM is county driven groups trained in Kaptumo, Eldai and planting avocados, passion fruits, mangoes and operate greenhouse.

Passion fruits failed in the county because farmers were not able to control disease in 2010 due to use of planting materials sourced individually by farmers. Because of this, the county formulating a policy that the passion should only be grown with the farmers in cooperatives.

The study assessed four organizations in the county both cooperatives and groups; 1) Ogil Gei farmers self-help group, 2) Lessos horticultural farmers' association, 3) Nandi potato growers' farmers' cooperative society and 4) Kaptumo horticultural growers' association.

Ogil Gei is a self-help group registered in 2016 initially with 270 members but currently has only 20 (M 12, F8). Its Located in Chesumei Sub – county and used to produce passion fruits before they diversified into bee keeping. Currently, the group is not producing passion fruit but honey with production capacity of 5000kgs weekly during peak production and 700kg in low season. It has a share capital of KES 154,000 (KES 500 registration KES 200 monthly contributions) but production turn-over could not be reported as farmers sell individually. The group has no staff and strategic plan.

Lessos horticultural is a farmers' association registered in 2008 and initially had a membership of 700 farmers but currently reduced to 374 of whom 60% are male and 40% female. It is located in Nandi Hills Sub-county and has been producing passion fruits and French beans with peak production of 15 and 2.5 tones weekly for passion fruit and French beans respectively. It produces 1 tons of passion fruit in low seasons but targets to increase French beans to 70 tons weekly. It has Share capital of KES 1.2 million and turn-over of 1million each week paid directly to farmers. It has 5 clerks seconded by Meru greens, a manager and a seedbed attendant volunteering. It has a strategic plan (2010-2015) which needs to be updated.

Nandi potato growers is a registered cooperative in 2018 but has been operational since 2012 as a farmers' association. Initially it had membership of 241 farmers but currently is at 462 (431M and 31 F). It located at Emgwen Sub County mainly growing potato producing up to 20 tons per hectare. The Share capital could not be reported but it has turn-over of KES 400,000 paid to farmers weekly. It has one manager but no strategic plan.

Kaptumo Horticulture growers was registered in 2008 but started operating in 2012. It initially had 42 members, and this has increased to 103 (72 M and 31F) currently. It is located in Aldai Sub-county and use

to produce passion fruits up to 20 tons per week. The group could not report their Share capital but reported turn-over of KES 400,000 paid directly to farmers. It employs one clerk (a member) and management of the association doubles up as staff. It has no strategic plan.

From our assessment, all the SBOs in Nandi county are rated as falling in the first growth stage with Kaptumo rated the highest (0.5), Nandi potato rated second at 0.36, Ogil Gei at 0.33 and Lessos at 0.29. A detailed assessment report of each of these SBOs are presented in Annex 4.3.

With the current state of the horticultural cooperatives/groups, it is important to note the need of supporting them both in capacity building and infrastructure development for their growth and expansion. Partners like International Potato Centre (CIP) under Accelerated Value Chain Development Program (AVCD) supported Nandi Potato Farmers' Cooperative Society, who are now in the process of producing the potato certified seeds for the farmers in the county. Concerning membership, it is realized that most groups are stagnating and sensitization on other horticultural value chains i.e. Avocado and French beans could be done to bring more farmers onboard and participate in production. In conclusion, strengthening of the management committee on business management skills and governance will assist in the growth.

3.4 NAROK COUNTY

The county is suitable for variety of horticultural crops apart from Irish potatoes. Some horticultural crops are grown under irrigation scheme; Mosiro and Narosora. Tomatoes, Onions, Capsicum, snow peas, and sugar snaps are some of the horticultural crops grown under irrigation. Avocado especially the Hass variety has been promoted by the County government and farmers are in the process of being contracted by Songoroi Company Limited which provide seedlings whose cost will be recovered at marketing. Apart from avocado, farmers are also growing passion fruit. A handful of organization both public and private support horticulture in the county. A new World Bank project-NARIG coordinated by the county is supporting tomatoes value chain in the County. Agriculture sector development support program (ASDSP) is working with farmers with an effort to develop value chain specific producer organizations. ADB is supporting development of smallholder irrigation schemes while SNV emphasis capacity development of horticultural farmers and groups to exploit production and marketing potential. Most SBOs in the county have a strong network of partners including input suppliers, output marketing outlets and processors. Investors such as banks as well as contract markets are part of the network to ensure the smooth flow of production from farmers to buyers.

During scoping study, four horticultural organizations was selected for assessment; two horticultural cooperative societies and two horticultural community-based organizations. The organizations include 1) Mosiro International Community Based Organization growing tomatoes and other horticultural crops under irrigation, 2) Mulot Horticultural farmers growing Avocado and selling to Songoroi Company directly, 3) Mau Farmers Initiative Community Based Organization growing arrange of horticultural crops and 4) Namunyak Horticulture Cooperative Society Limited grows Avocado.

Mau farmers was registered by the department of culture and social services in 2015 initially with membership of 100 which has declined to 50 and only 35 are active. It is located in Cow Forty area, Narok North Sub-county. Farmers were initially engaged in production of Snow peas, Sugar snaps and Passion fruits and most produce were sold by farmers directly to COLRHUT, which is a Belgium based organization. Though some farmers still produce these crops, COLRHUT has managed to influence MAU Farmers Initiative to engage in Irish potato production. The CBO is currently targeting Irish Potato production and all its members are growing the crop which are yet to be harvested. The organization therefore could not report on Share capital, turn-over and profitability given the nature of its operations. Infrastructures in place included grading house, tap

water and office space which was supported by COLRHUT was on a road reserve and therefore removed by the Authority. They have no written strategic plan but resolved that 2019 should be the year to source input together, target export market, and reduce post-harvest losses by 80%.

Mosiro is a registered CBO located in Narok East Sub-county since 2006 and became operational in 2008. Initially it had 16 members, but currently membership increased to 32 in total. The produce is sold by individual members to local market and have a grading shed, stores, and irrigation facilities as part of infrastructure. The CBO has no permanent employee could hire casuals when need a rise. It has no strategic plan but an action plan which is updated every year.

Mulot is a registered cooperative society since 2014 and located in Ilmotiok Ward, Narok West Sub-County. Initially it had 249 registered members which increased to 300, but only 100 are active. Production is sold to Songoroi Company limited by farmers directly and Share capital could not be reported at the time of the field visit. It has input stores, a machine for hire, transport services but operating in a rented office. They specialize in Grafted Avocado Hass Variety which they sale to Songoroi Company Limited which also hires labour for harvesting the crop. The price ranges between KES 10 and 18 per kilo excluding KES 3 per kilo remitted directly to the cooperative by the Company. A significant proportion of the produce are rejected due to infestations which could be prevented if chemical control was allowed.

Namunyak is a cooperative registered in 2017 and located in Enaibelbel Location, Narok North Sub County. It has 49 members and 23 are very active. Farmers became members after registration but Share capital was not reported. It expects to harvest its first crop in 2019 and already negotiating contract with Songoroi Company Limited to buy avocado. The cooperative is endowed with a wide membership base for produce collection with reasonable acreage under crop which is expected to give cooperative high turnover.

Findings from our assessment of the four farmer organizations in the County shows that all the organizations fall in the first growth stage with Namunyak rated the highest (0.61), Mulot farmers rated second at 0.57, Mau farmers third at 0.5 and Mosiro last at 0.22. A detailed assessment report of these organizations is presented in Annex 4.4

3.5 KAJIADO COUNTY

Horticulture production in Kajiado County is undertaken mostly in Kajiado South Sub County. Among the horticultural crops grown are tomato French beans and passion fruits. Currently, key departments and programmes supporting horticulture production in the County include county government department of agriculture, Agricultural sector development support programme (ASDSP), KCSAP, and SHIVAP. Four SBOs were assessed in Kajiado County following the scoping exercise undertaken in the county. The four comprised of Friends of Kilimanjaro Initiative (CBO), Namelok Vegetable Growers (CBO), Eporo Women Group (SHG), and Rombo Cooperative Society. The detailed profile of each of these SBOs are presented in Annex 4.5.

Friends of Kilimanjaro is a registered CBO operating in Kajiado South Sub County at the base of Mt. Kilimanjaro hence the name. It mainly comprised of several sub groups made of small-scale farmers producing French beans under contract by VegPro Ltd to supply the produce for export. It has several collection centers and a grading shade. The group management has several educated members with some knowledge in SBO management. Through assistance from other stakeholders the group has been able to come up with an implementable strategic plan for guiding the CBO. The main goal of the group is to be registered as cooperative dealing with horticultural production and dairy farming in the Sub County.

Namelok Vegetable Growers on the other hand, comprised of 47 members and is situated in Kimana Ward of Kajiado south sub county. The group mainly deals with production of horticultural crops like French beans and

has been contracted by exporting companies. They operate a collection center for the produce. Currently the group does not have a strategic plan may be due to a leadership characterized by little or no education.

Eropo women group is a self-help group located in Namelok, Kimana Ward. The group is registered with the social services and their main activity revolve around table banking despite most of the members being horticultural farmers. Most of the members have little or no education, however, have received several trainings from the government extension programmes and other agencies. Through assistance from Small Holder Horticulture Development Programme (SHDP), the group acquired a tomato processing machine which is not functional due to some infrastructures being incomplete. Several collaborators have shown interest through an MOU to make the machinery start operation.

Rombo cooperative is a young cooperative formed by horticultural farmers mainly located in Rombo Ward of Kajiado south sub county. The group is registered with the department of cooperative. Their main goal was to overcome the exploitation of farmers by middle men and give some credit to their members. It comprises of 120 active members and have a total capital of KES 400, 000. They have also rented an office in Rombo with 2 casual employees. They have a strategic plan but not professionally done, however they have been receiving several trainings from several relevant collaborators to improve on management.

From the assessment findings, all the assessed SBOs are rated as falling in the first growth stage. In terms of performance, Eropo Women group has the highest average rating across all the performance areas at 0.48, followed by Rombo farmers' cooperative at 0.15, Namelok Vegetable Growers at 0.11 and Friends of Killimanjaro at 0.1 in that order. The high rating of Eropo women group is due to its high rating in management capacity, operational capacity, adaptive capacity, leadership, and supply, processing and marketing.

3.6 KIAMBU COUNTY

Horticultural cooperatives in Kiambu County are few and inactive because individual producers prefer to sell their own produce in one of the biggest markets in Kenya, Nairobi. The huge demand in Nairobi and its environment creates a big and ready market and it may not make economic sense for farmers to sell produce through cooperatives or groups due to better and competitive prices faced by individual horticultural producers. Tissue culture Bananas is one of the key horticultural crops produced in the county and supported by national donor funded programme-ASDSP. Irish potatoes in Lari, Amaranthus and other vegetables are some of the horticultural crops produced in the county with ready local (Nairobi) markets. Export flowers are also grown in Limuru and Kikuyu sub counties.

Gatundu agri-business cooperative society dealing in tissue culture banana is one of the cooperatives supported by ASDSP which has been making effort to bring groups growing bananas together to form an apex body in Kiambu sub-county. Gatundu groups came together for marketing reasons and each group has a member representing them at the apex body. The apex body is not as strong as the smaller groups. Similar bananas growing groups are also found in Githunguri.

ASDSP promotes bananas value chain by encouraging actors to specialize in bananas ripening currently undertaken by Twiga processors which is ripening bananas for farmers at a fee and before collected by farmers and traders to sell. This results to in availability of uniformly ripened bananas in the market giving traders and farmers easy time in concentrating on banana production and selling respectively and discourages unhygienic methods of bananas repining used by individual producers and traders. This further helps in bananas storage and quality assurance. In Lari, there are chemical companies working with farmers in crop protection products. Other stakeholders in horticulture production and marketing in Kiambu county includes Horticultural exporters, seed companies, KALRO-Irish potato research station at Tigon, KALRO Katumani promoting Amaranthus in

Limuru, Japanese SHEP-plus in Kiambu sub county under taking capacity building of farmers, National government funded Urban and peri urban farming project, Vine yard organization supporting Kariko Irish potato groups which has a saving of up to 5M.

Horticulture related Infrastructure in the county include cold storage facility in Limuru which is managed by Horticultural Crop Directorate (HCD).

Challenges in horticulture industry in the county is the weak farmers Cooperatives due to readily available market of horticultural produce. The need for cooperatives to help in bulking and selling may not make economic sense in this scenario. There are a lot of horticulture activities that farmers depend on daily basis as livelihood unlike the cooperative that accumulative payment to monthly. There are a lot of crop wastages during rainy seasons and the surplus is sold at low prices than production cost. Food safety standard is a challenge as farmers spray bananas with chemicals for quick ripening to reach the market. Capacity building of the cooperatives on local market standard of handling the produces would help addressing this challenge.

The study assesses four organizations, two cooperatives and two farmers groups; Gatundu north agribusiness cooperative society, Zuri Blooms farmers' cooperative society limited, Kabunge commercial village self-help group and Kariko unity group. The detailed profile of each of these SBOs are presented in Annex 4.6

Gatundu Agribusiness Cooperative Society is located in Mangu Ward, Gatundu North Sub County of Kiambu County. The cooperative was registered in June 2014 and started operating in the same year. It started with a membership of 90 (45m, 45f) but currently there are 12 (5F, 7M) members who are all active. The main objective of the group is processing of bananas to various products such as banana flour, crisps and chips. In peak production, over 80kgs/ month (sunny season) of bananas products are processed and 40kgs /month in low season (wet seasons).

The cooperative is legally registered as a cooperative but facing various challenges on leadership and operational procedures. The members claim that the cooperative became inactive due to lack of raw bananas for processing and unable to compete with other traders offering better prices. The cooperative has no Share capital, a written strategic plan or computer for capturing records or data.

Zuri Blooms Farmers' Cooperative Society Limited is located in Bibirioni Ward, Limuru Sub County. The cooperative started in1997 as a self-help group (Kibera SHG) but started operating as a cooperative on 8th, March 2017. Currently there are 120 members (53m, 67f) who are growing the arabicum cut flowers. About 30 members (18m, 19f) are marketing through the cooperative and peak season is between Dec-March where the cooperative market over 600kgs/week. They have a turnover of 5.1 million from 2nd Dec to 26th May 2017. Other activity jointly performed is transport.

The cooperative employ 8 casual workers per week and collection centre is located at HCD Limuru. They are in the process of developing a strategic plan and the board is composed of 7 members (3F, 4M) who meet quarterly and have a wide range of professional's background. The cooperative partners with relevant entities such as Flora Holland, FPEAK and Osho chemicals and have been trained on marketing and safe use of chemicals.

Kabunge commercial village SHG is located in Kirenga Ward, Lari Sub County. The group was registered in 2015 and started operations in the same year. The initial registered members were 83 (63F, 20M), but currently they are 33 (23F, 10M) with 25 active members. The group produces indigenous vegetables and sells together to Supermarket with the assistance of Farm Concern International. Peak production is over 1-ton (bunches) per day and 150 Kgs in low season per day. One of the members is trained on quality assurance

and as the marketing officer checks on quality of produce on-farm before delivering to the collection centre. This ensures that all produce that is size-graded is sold out.

Kariko Unity Group is located in Kinale Ward, Lari Sub County and Irish potatoes is the main value chain. The group was registered on 1st January 2011 and become operational on 17th July 2008. The group consists of 80 members (72 M 8F). The board is well balanced in terms of gender and experienced (skills). Timely financial reporting and auditing is done twice a year. The group has constructed a permanent building installed with electricity in their own land. They also establish a crop on the land and hire casual workers on tender. They have an agro-vet where members and other non-members purchase farm input. Members are allowed to get inputs on credit or check-off. The casual workers are seasonally employed but the agro-vet attendant is a permanent employee. The group lacks a written budget and documentation is manual. Annual subscription of KES 500 is paid up by members who also benefit from the credit facility of the group. They have Share capital of about KES 6.2 Million and annual turn-over of KES 1.1 Million. Members are also involved in making decisions for the group issues or activities during their regular meeting that they hold twice per month.

From the assessment findings, all the assessed SBOs are rated as falling in the first growth stage. In terms of performance, Kabunge group has the highest average rating across all the performance areas at 0.33, followed closely by Gatundu agribusiness cooperative at 0.32, Zuri Blooms at 0.08 and Kariko at 0.02 in that order.

3.7 KITUI COUNTY

Predominant horticulture crops grown in Kitui County include mangoes, passion, avocado, oranges and kales. Notable horticulture related programmes in the county were identified as those run by the county government, KCEP-CRAL, and ASDSP. The four SBOs assessed in Kitui County included Kitui horticultural farmers' cooperative society, Chuluni horticultural and processing enterprise, Mwingi west horticultural farmers' cooperative society, and Nzamka horticultural farmers' cooperative. The detailed profile of each of these SBOs are presented in Annex 4.7.

Kitui Horticulture Farmers' Cooperative Society was registered under the registrar of societies of Kenya on the 5th July 2012. It has a registered membership of 172 (80 F, 60M, 32Youth). The cooperative is located in Kitui Central Sub-County with offices in Kitui Town in Kitui Township Ward. Its members are drawn from the Central Sub- County which is favorably suited for Horticulture farming. It promotes growing and marketing of Mangoes, Lemons, Oranges and passion fruits. It has a board of management comprising of 10 persons (Management 7- 2F+5M, Supervisory 3- 1F+2M) overseeing the running of the society alongside the Manager. The society raises funds through shareholding of KES 100,000 per Member, besides an Agro vet shop that sells agro chemicals and other products. It has a Share capital of Ksh 5 Million and a turnover of 3Million. Its financial records are updated and regularly audited books of accounts.

Chuluni horticultural processing enterprise was started in 2006 with a membership of 54 and currently only 27 are active. It has equal representation in leadership position with respect to men and women (no youth in the executive committee). It is located in Chuluni market next to the CDF offices in Kitui east constituency, Chuluni Ward. Due to low capacity, the cooperative processes only about 60% of the total produce from the members as the rest is either sold to brokers in local markets or goes to waste. It has only one permanent employee who is the production manager and the rest are casuals employed as need arises. The farmers bring the fruits to the small factory because the enterprise does not have the capacity to collect all the produce from the farms. The fruits processed are mangoes, Lemons, Oranges and passion fruits. The processing is done manually but squeezing of juice from the fruits. Through attendance of shows, exchange visits, seminars, and field days organized by various stakeholders both in Kitui County and other counties the executive committee

and manager have acquired some experience to support them in running of the society. They use exhibition shows and other forums to advertise their products.

Mwingi West Horticulture Farmers' Cooperative Society Limited began as a self-help group, later on turned into a CBO before registering as a Cooperative on 5th July 2017. As a CBO they were producing Passion fruits and recently after registration as a cooperative, plans to introduce mangoes, Cucumber, Pawpaw. The members have a common collection point which was established during its operation as a CBOs. It currently has 62 members (Men, Women and Youth) who are all practicing farming. Their membership fee is KES 500 (a once off fee). As a CBO, it used to collect from members and sell over 5000Kgs of passion fruit to the exporter. Its key partners are the County Government (Ministry of agriculture), Rise Kenya (Which buys mangoes from farmers), Green Life (Which trains farmers on pest control).

Nzamka horticultural farmers' cooperative limited acronyms of Nzambani and Katulani horticultural cooperative LTD serves members of Nzambani and Katulani Wards in Kitui East and Kitui Central Sub-Counties respectively. It has 199 members (169 W, 30 M) and partners with agriculture-based institutions to actualize its vision. The Cooperative needs to put in place some adjustments in the running of day to day affairs (e.g., Employ a qualified Manager, procure a cold storage facility, develop a strong Human resource and Information management systems) to start to realize profits and progressive development.

Kitui Nzamka registered the highest average rating among the four CBOs assessed across all performance areas with a rating of 0.42. This is mostly due to its high performance in supply, processing and marketing compared to others. It is followed by Chuluni cooperative society with an average score across all performance areas of 0.35. This is mainly due to its high performance on operational and management capacity areas. Mwingi west (0.1) and Kitui (0.03) horticultural cooperative societies have the least scores mostly due to poor performance in leadership, management, adaptive, supply, processing and marketing capacity.

3.8 LAIKIPIA COUNTY

The four assessed SBOs in Laikipia included Kariunga Jikaze farmer group; Tharaka self-help group; Umande farmers' cooperative society; and Kilimo Hifadhi SACCO. The detailed profiles of the assessed Laikipia SBOs are presented in Annex 4.8.

Kariunga Jikaze cooperative society has a membership of 42 who produce French beans in a total of 30.45ha for joint marketing. Other crops grown by members and sold individually include tomatoes, cabbage, kales, butternuts and green pepper. Kariunga Jikaze has an active staff recruitment system where they elect leaders and board members in the general meetings, then mandate the board to competitively advertise and hire technical staff like the one they currently have. The group has secured land and constructed own spacious premises currently used as a store but anticipating moving their office once they tap the grid power. They also have structured planting programs that see them consistently supply produce throughout the year. The group need skills for resource mobilization, and assistance to develop strategic plan and goals alongside trainings on financial reporting systems. They mostly produce during wet seasons since most members have not installed effective water harvesting and irrigation systems that could help maintain production levels in dry seasons.

Thakara Self Help Group is made up of farmers cultivating French beans for bulk marketing. Based in Ngare Ngiro in Thigithi Ward of Laikipia Central Sub-County, the group was formed in 2017 and registered in February 2018. Its leadership is composed of elected members from both gender and the youth are well represented. The membership of the group has been on the increase over the last few months from 27 members to 40 members. Production reports are reviewed regularly, and members are visited by a technical officer from Mara farming (a strategic partner to offer extension services). The group members meet regularly on a monthly

basis. The group members recently agreed to deduct KES 5 from every kilogram sold in order to start paying for their Share capital. The group intends to open a chemical input store then purchase land for their own offices, collection and grading shade. Mara farming buys all the produce from this group for export. Despite not owning a computer, production, financial and sales records are well kept and some book keeping training is offered to the board officials from Mara farming. The French beans are sold at KES 65 per kilo while it costs the farmer KES 40 to produce a kilo of the beans. This group produces 4 tons of French beans every week.

Umande farmers' cooperative society is based in Umande Ward in Laikipia East Sub-County. The group was formed in 2016 and registered in September 2016 with membership of 80 then. Currently, it has 188 members and 154 are active (24 males, 121 women, 9 youth). It is composed of farmers who keep dairy animals and also produce potatoes. It was initially formed to help farmers to market potatoes but due to unreliable supply of potato seeds the members agreed to diversify into milk bulking and selling. Nowadays the organizations' core activity revolves around milk buying and selling milk. The board members of the organization are elected and it's made up of both gender. These officials are the ones who carry out the management of the cooperative affairs. The board members have to show competence before taking up their respective offices. The chairman supervises the other board members. The group membership is mostly made up of women who account for nearly 75% of all the members. The group members meet on a monthly basis with almost all members in attendance. The board sends out SMS to members to remind them of the meetings. Share capital is not fully paid up. The board runs the cooperatives activities with cash from the milk selling venture. Financial, production and sales records are well documented but in hard copy. There are no computers in this group and no HR policy. The production of potatoes varies between 20 tons at peak and 10 tons in low season. The low production has been attributed to the lack of seed material. The potatoes are produced at a cost of KES 12 per kilo and sold at KES 17 per kilo.

Kilimo Hifadhi is located in DO's compound, Mairo Nane, Umande Ward, and was registered in June 2017 even though it was already operational by 10th March in that year. It has 67 members and 44 are active (24 males and 20 female). It was founded as a SACCO which brought together the members of farmer groups (clusters) which were engaging in conservation Agriculture. Since each of these 4 clusters had different agenda and interest with a separate leadership team, the SACCO has had an uphill task in commanding common goals to the extent that one of the clusters has dropped out. The remaining however have consolidated their interests under the leadership of the executive with the chairman who is also a trainer of farmers (ToF) in conservation Agriculture. In so doing, they have majored on share contributions since its inception and recently (October 2018) started offering loans to members based on their shares. Though not well documented and only ridden by the consistent efforts of the executive, the members of Kilimo Hifadhi grow onions which they sell collectively as a group. This they say has given them a higher bonding and stronger bargaining power for market. They however had challenges with the inconsistent market since they sell to varied individual buyers. Most of the farmers have not exploited their full production potential as they rely on manual production methods. There are several own initiatives within the group for development and strength. The group already partners with the county government for resource mobilization, Agrimek for mechanized farming and also offering low interest loans to members for capital. They however need support to develop a working strategic plan, document mission and action plans and also sensitize members on the need for their voluntary commitment and involvement towards cooperative growth. All said, Kilimo Hifadhi being a young group, has great potential for improvement.

Laikipia Umande recorded the highest rating score of 0.4 among the SBOs assessed followed by Laikipia Kilimo with 0.38. This somewhat higher rating is due to higher score in leadership, adaptive and operational capacity. Kilimo's rating is boosted by better adaptive, supply, processing and marketing capacity. Laikipia Thakara and Kariunga have an overall rating of respectively 0.26 and 0.05. A number of cross cutting issues were identified; The organizations have some expression of the reason for their existence, but this lacks clarity. An overarching strategy exists but it's not clearly linked to the mission and lacks coherence. The board members are elected to their respective positions by the members during and AGM. The board is usually composed of all gender groups the membership has a limited diversity in fields of expertise and practice. The roles of the board are clear and function according to the by-laws, review budgets and carry out daily management of the organization's activities. The board members monitor each other with overall supervision from the chairman. Meetings are held regularly, and these are usually well attended.

There is a limited ability to develop a strategic plan. There is partial measurement and tracking of progress. The organization collects some data on program activities and outputs and there is some effort to measure outcomes. The organizations have some binding partnerships with for-profit firms and these relationships are anchored in long-term, mutually beneficial collaboration. The partners offer marketing, input provision and payment processing services.

The board members take on the roles of the staff and they do have prior experience in for-profit businesses. There is limited budgeting because of poor internal resource mobilization. Share capital and annual subscription has not been fully paid up. The organizations have come up with different strategies to ensure the subscriptions are paid up with varying degree of success. There is ability to develop high-level operational plans and procedure via external assistance. These plans are used to guide operations. There exist transparent and structured lines for decision making. Information systems exist in a few areas for capturing membership, by-laws, minutes but these are not fully comprehensive. There is no HR plan and no employment contracts. Casual laborers are sometimes used for specific tasks.

All staff positions are filled and there is low turnover. Most of the board members double up as the staff. There is a communications plan in place and the key messages are defined. Communications to members is generally consistent and coordinated. The reporting system is manual and there are no computers in these organizations. The buildings are small and inadequate and in most cases the meetings are held out in the open or under tents. These organizations are legally registered and have certificates and other documents as proof.

There is a link to external extension officer usually from the partner firm but there are opportunities for improvement. Partners supply inputs like seeds and some chemicals and also provide assistance in production, management and conservation. Umande Cooperative have a high demand for seeds which is not being met by their current partner NHC (New Holland Chips). All members usually have an average of 1 acre of land under the specific horticultural crop. More than 75% of the farmers practice some form of farm mechanization either ploughing or use of gasoline water pumps for irrigation. Most farmers receive on farm training on produce hygiene and handling. There is no value addition done by these organizations and none have cold storage facilities.

There is low percentage of rejection at the collection centers because of training on hygiene and handling. The produce is profitable with production cost of KES 12 and KES 17 selling price for potatoes and production cost of KES 40 and selling price of KES 65 for French beans. French beans are sold weekly with the total volume being 4 tons. Potatoes are sold monthly with the average tonnage being 15 tons. No produce remains with

the farmers. Currently Thakara SHG has a debt of KES 80,000 for French bean seeds from Mara farming while this firm owes Thakara KES 600,000 for unpaid produce. Umande farmers has no assets and payment is effected immediately after delivery with the help of AgriWallet; a partner firm that offers quick payment and savings services plus loans for input at specific store using a check-off mode of payment.

3.9 MACHAKOS COUNTY

The four assessed SBOs in Machakos included Kaani fruit growers' cooperative society; Machakos mango value chain farmers' cooperative society; Masii farmers' cooperative society; and Kasinga Mung'ala farmers' association. The detailed profiles of the assessed Machakos SBOs are presented in Annex 4.8.

The Kaani fruit growers' cooperative is situated near Machakos town. It was registered in 2013 and currently has a membership of 130 who are all active (by gender –male-32, women-98, youth). The members own 15,000 mango trees and membership is free.

Machakos mango value chain association is an umbrella body comprising of 25-member groups. It spearheads mango value chain in the county. It was initiated by Agricultural Sector Development support programme in 2013. Its major objective is to offer services to member groups both technical and linking them to other stakeholders in the value chain. Each member group operates on its own. Some of their services include training member groups on nursery management and orchard establishment, crop protection and market linkage. The association is in the process of constructing a central office where they will be operating from. They are planning to employ staff to manage the association activities. They have the numbers and are well represented across the county. They have a strong link with ASDSP programme and the county government of Machakos.

Masii cooperative was registered in 2016 with a membership of 115. The membership still remains the same and all are active (by gender –male-80, women-35, youth). The Masii farmers' cooperative is vibrant with high potential of attracting more members in future. They own an agro vet that can be used as an avenue to stock recommended pesticides. The chairman retired from the Ministry of agriculture in 2016 and is well skilled with mango agronomic skills. The management is gender balanced with 50% males and 50% females. They have a strong constitution that could propel the cooperative to higher heights in future. The cooperative has simple cold store to preserve their produce.

Kasinga Mung'ala Farmers Association is composed of retirees who have engaged in horticultural production. Fuerte and Hass avocado is the main horticulture grown by the group. They grow the avocado at individual level and sell through brokers who take the produce to exporting companies. The association members are located in a fertile avocado zone with a high potential of increasing production and productivity. The board of directors is experienced in agricultural activities. The group has a greenhouse that is used to grow tomatoes though water is a challenge during the dry spell.

Kasinga Mung'ala recorded the highest rating score of 0.65 among the assessed SCOs in Machakos followed by Kaani fruit with 0.41. This somewhat higher rating is due to higher score in management, supply, processing, marketing, adaptive and leadership compared to the rest of the assessed organizations. Kaani's rating is mainly boosted by better supply, processing and marketing capacity compared to the others. Machakos mango value chain association and Masii horticulture farmers' cooperative have an overall rating of respectively 0.24 and 0.11.

3.10 MAKUENI COUNTY

The four assessed SBOs in Makueni included Kwa Kyai Rural SACCO limited; Kithoni farmers' self-help group; Makueni county fruit processors; and Makiyika mango growers and processors. The detailed profiles of the assessed Makueni SBOs are presented in Annex 4.10.

Kwa Kyai Rural SACCO Ltd SBO located in Kikumbulyu south Ward, Kibwezi west Sub County, was registered in 2002 with a membership of 250 (current active members stand at 50). During peak period it produce over 15 tons per week (assorted enterprise Tomatoes, Mangoes, Ravaya, Capsicum, Okra, Brinjals, Watermelon, Baby corn, Kales, Green Maize and Spinach) and during low season, produces 4tons per week. Its dried Tomatoes and Mangoes exported to Netherlands while most fresh produce sold to the local market in the county and some parts of the country. The members in the scheme have a reliable source of water which can be utilized to diversify the enterprises. The irrigation scheme is old enough and has a well linked market system including the export market.

Kithoni Farmers Self Help Group located in Kikumini/Muvau Ward, Makueni Sub County, and Makueni County was registered in 2012. Its current active membership stands at 74 (by gender, male-33, women-41, youth-15). The group has a lot of potential because it has a big catchment, the area is a hub for horticultural crops especially mangoes and citrus. The group needs a lot of support in getting a manager and putting up the management structures in place. It can be a good source of employment to the youth in the area. The financial base of the group is also poor and needs support.

Makueni County Fruit Processors was registered in 2008 and operates in Wote/Nziu Ward, Makueni Sub County. It started in 2008 as a self-help group with 43 members but registered in 2010 as Makueni county fruit processors. During peak period it handles over 500 tons per month and 2 tons in low season. The produce targets both the export market, and the local market which include Kalamba fruit processors and other parts of the country.

Makiyika Mango growers and processors was registered in 2006 with 158 members. Currently it has 80 members out of which 66 are active (by gender –male-44, women-22, 1-youth). Despite having a lot of potential including diversification from mango production, the CBO lacks strong structure, permanent operation base.

Makiyika mango growers and processors recorded the highest rating score of 0.72 followed by Kithoni farmers with 0.21. This somewhat higher rating is due to slightly better of score in leadership, adaptive, management operational, and supply, processing and marketing capacity compared to the other assessed SBOs. Kithoni farmers rating was mainly boosted by better management capacity. Kya Kyai and Makueni county fruit processors had an overall rating of respectively 0.09 and 0.05.

3.11 MERU COUNTY

The four assessed SBOs in Meru included Meru county banana cooperative society; Meru friends SACCO; Meru potato processing cooperative; and Timau potato grower's farmer cooperative society. The detailed profiles of the assessed SBOs are presented in Annex 4.11 Meru county banana cooperative society comprises of 22 banana groups spread in different sub counties countywide and was registered in 2014. At registration, it had 4000 members distributed on 50:50 ratio by gender and currently, only 670 members are active.

The produce supply base is about 50ha per group (Estimated; 1,100Ha for the cooperative) and the production is almost continuous throughout the year. One of the main aims of formation of the cooperative was to start value addition on banana products such as banana wine, flour, and crisps among others. The production of wine was tried on manual basis and found to be viable. However, it's upon completion of the factory that real

operations /production is expected to commence. The board members as seen have broad vision and forward looking. The construction of the factory site is an indicator of their intentions. Currently individual groups are doing a good job in marketing of their produce but quite some healthy competition also exists on the ground in form of private companies buying bananas from farmers directly. The competitor (Twiga) buys and does some ripening for various outlets within and outside the county. However, cooperative have a niche for themselves since they are the only ones to venture into value addition in the region.

Meru friends SACCO was registered in January 2016 and became operational in July 2017. It has 239 members (174 males and 65 female) of which 50 members were below 35 years (youth). Currently, 120 members are active. The SACCO came into being after a World Bank study on malnutrition levels in the country identified Igembe North, South and Tigania to be mostly affected. To address the situation, a project for the production of orange fleshed sweet potatoes was initiated. This gave birth to the Society to own the value addition plant on-behalf of the community to cater for the excess potatoes. The area/region capacity to supply the product is wide and the production potential is enormous. Standing acreage under the crop is 35 acres capable of giving 35Tonnes/acre. The society has a production plant installed on a rented premise and the plant capacity is 2500 loaves of bread and 500 packets of doughnuts per day. The Food technologist has been able to identify 11value addition products out of which 2 are under production currently. There are plans to introduce 5 other value addition products (scones, burns, queen cakes, salted crisps and long burns) by November 2018 and production of packaging material has started. Their biggest challenge has been how to transport the products to the outlets in the region and recently they acquired a tuk-tuk to address the distribution problem. The society has employed skilled staff with technical expertise on production and vacant positions of Manager and tuk-tuk driver has been advertised for the recruitment. All the above is an indication of brighter future for the forward-looking farmers.

Meru potato processing cooperative limited was formed in 2013 and operates from Abothuguchi Ward, Imenti Sub County. The membership has remined 421 (305 males and 116 female) since registration and 300 farmers are active. The management has a clear goal with a common purpose and a strategy to achieve and run the cooperative effectively and make the community wealthy. Roles are clearly specified and discharged across the cooperatives, have guiding by-laws with duties and responsibilities of leaders/board members and members which brings sanity and discipline in the organization. AGMs held regularly- annual general meetings for all member are held twice a year to discuss their progress. For planning and implementation purposes BOM meets quarterly. They have shared beliefs and values, shared common social, cultural and economic goal within the organization, having common purpose to be the leading cooperative in producing enough food in the county and making profits and creating more wealth.

They have a well-developed strategic plan to achieve in two years to settle the loan owned by the cooperative, to have permanent premises and employ staff to implement their mission and vision. They strong network of partners e.g. potato growers Africa, Syngenta, Twiga foods, real IPM organic, Equity Banks and Meru County government. These networking has enabled successful formation and transformation of the cooperative and capacitating farmers/members with skills and helping them to operate, build trust with partners to ease the work by pulling together the resources and identify potential sustainable markets. Performance recorded are periodically reviewed, the cooperative is able to track the progress through writing of minutes for monitoring purposes and doing follow up.

Annual financial audited reports are presented to members by the county auditor who does financial auditing every year for the cooperative to comply and also help the management to plan. Financial access to banks

and Sacco's has created good relationship with banks that provide financial assistance, in in the form of loans and other financial literature.

The cooperative has a strong asset base that can be used as guarantees against debts and loans helping in pulling resource for growth and investments. The cooperative is legally registered with certificate. Farmers are adopting mechanized land preparation, own more than one-acre demonstrations. Members have accumulated share through registration fee and buy shares which is not less than KES 1000 each part from assets which could partly be used as security.

Timau potato grower's farmers' cooperative society was formed in 2018 and is based in Buuri Sub County, Timau Ward, Timau town. Timau potatoes grower's cooperative has huge potential in the region for agribusiness. The union is legally registered with an objective of sourcing certified seeds at fair price and selling collectively at good prices and creating more wealth. The cooperative has membership of 1300, but active members are only 300 who have accumulated shares worth KES 100,000 and assets after registration of the union. The interim board of management oversees, plans and executes financial operations and management. The constitution has specified clear roles for their leaders who organize annual general meeting to members. They have created networks with other partners like Techno serve, Bayer, Syngenta, Twiga foods which offer technical support on farming and market to the members to help them achieve full operational capacity of a cooperative. Over 20% farmers have mechanized their farm and on farm trainings are done by partners. Members have more than 300 acres for production, and farmers sell produce locally to brokers since the cooperative is on formative stage relying on county government as pivot partner/shareholder. Most decisions are made through county directives.

Timau potato grower's farmers' cooperative society recorded the highest rating score of 0.46 followed by Meru potato processing cooperative limited with 0.41. This somewhat higher rating is due to higher score in adaptive and management capacity compared to the rest of the assessed organizations. Meru potato processing cooperative's rating is mainly boosted by better supply, processing and marketing capacity compared to the others. Meru county banana cooperative society and Meru friend's SACCO had an overall rating of respectively 0.24 and 0.05.

3.12 NAKURU COUNTY

Nakuru county government is promoting horticulture production by supporting some of the horticultural value chains particularly avocado and macadamia by purchasing and distributing seedlings. Together with other stakeholders and partners, the county developed potato strategy and conducts training and demonstrations on clean seed production. Other partners supporting the promotion of horticulture in the county with inputs and input credits services, produce processing and capacity development on business skills includes Farm to Market Alliance, Yala, Robo Bank, Syngenta, Sereni, SNV and most recently NARIG targeting potatoes.

The four assessed SBOs in Nakuru included Mau Narok rural farmers SACCO society Limited; New Molo farmers SACCO society limited; Star Lite Cooperative society; and Subukia avocado farmers' cooperative society. The detailed profiles of the assessed Laikipia SBOs are presented in Annex 4.12.

Mau Narok Rural Farmers SACCO Society LTD has been in existence since 2012 when it was registered with 15 members. Over a period of five years, membership increased to 400 and 300 are active. It was initially started with an objective of providing members with farming credit but has evolved over time and started engaging its members with contract farming. It has employed a manager on permanent basis who oversees the daily operation of the SACCO. The manager is assisted in decision making by various sub- committee members who are mandated by the SACCO constitution to oversee activities in their dockets e.g. marketing.

The manager stores the data in an information database in the Sacco's computer. The SACCO has diversified into dairy production and has employed staff in milk collection. The SACCO employs an agronomist during potato crop growth and development phase that ensures that the contract terms are abided to. The SACCO has previously been engaged in contract farming for potato processing with Moori Flowers Company Limited in Kiambu, but the variety did not perform well in the area. It has also been engaged with KDF factory in Gilgil to produce potato for processing. The SACCO has huge potential to transform farmer's lives if capacity built in construction of potato cold storage, postharvest handling and potato mechanization, and various aspects of SACCO management including marketing and financial management.

Despite the fact that NEW MOLO FARMERS SACCO Society LTD has been in existence since 2013, its growth seems to be stagnated. At registration, it had 55 members which increased to 200 and 120 are currently active. The Sacco was assisted by an NGO to construct a storage facility which was not placed strategically in the farming areas rendering the store to be idle. The group members are scattered across Molo and Elburgon areas which makes common marketing a challenge due to involved cost of transportation. Each member farms individually on their own farms. The group does not have a manager, but the chairman takes the role at the moment. Various staffing levels remain vacant with group members voluntarily holding those positions. There is need to capacity build the cooperative at the various capacity areas in order to make it productive. Aspects of group dynamics, marketing and proper record keeping would be necessary training for the group.

Star lite Cooperative Society Ltd is located in Kuresoi Sub County and was registered in 2008. Currently, the membership stands at 180 potato growers and the ratio of male: female members is at 50:50. It's important to note that the cooperatives is serving farmers not registered as well and therefore work with about 500 farmers in total. Daily production turnover is 17 tons at peak period and 8 tons in low seasons, all of which is sold to brokers. Initially the cooperative was involved in production of potato seed (clean seed) for processing. They faced challenges of seasonality since the activity is rainfed and low productivity. Marketing as a cooperative has been declining over the years due challenge of virgin land for clean seed production and rotational programmes challenges. The cooperative members could be trained on various capacity areas including enterprise selection and marketing. There is need for an aggregation center with cooling facility or processing facility for value addition. The group can be trained on financial management and networking to bring on board stakeholders who can offer support in infrastructures and training activities.

Subukia Avocado Farmers' Cooperative Society LTD is young and has not made major strides as a cooperative. It was registered in 2017 and has 67 members. It is involved in production of avocado seedlings and has been certified by HCD and KEPHIS. The enterprise in question takes almost one year from seed to marketing hence initial slow growth of the SACCO. Currently, the group has about 3000 seedlings which are not yet grafted. The group has not employed a permanent manager, but the chairman holds the position for the time being. The group is in formative stage and requires capacity building in all capacity areas. There are no audited reports or records an indicator that the cooperative may collapse over time due to various capacity gaps.

New Molo farmers' cooperative and Subukia avocado farmers' cooperative respectively recorded the highest rating score of 0.38. This somewhat higher rating compared to the remaining two was due to higher score in adaptive, management capacity, and supply, processing and marketing capacity. Star Lite cooperative and Mau Narok farmers' cooperative had overall ratings of respectively 0.2 and 0.17.

3.13 NYANDARUA COUNTY

Horticultural farming in Nyandarua County is largely embraced by the farmers due to the high returns from the local and export markets. Existing flower farms in the county have proved to be a major source of

employment for the large labour force. Due to the high capital requirements involved, local individuals and groups of farmers are supported to start horticultural ventures. Horticultural crops grown in the County include Irish potatoes, carrots, vegetables and fruits. Vegetables include such crops as kales, onions, cabbages, leeks, and capsicum. The County is one of the top producers of vegetables in the country as per the 2012 Ministry of Agriculture records.

The four assessed SBOs in Nyandarua included Mirangine green silver farmers' cooperative society; Soko Mpya farmers' cooperative society; Oleriondo horticultural roadside market self help group; and Ol-Arwagwai farmers' cooperative society. The detailed profiles of the assessed Laikipia SBOs are presented in Annex 4.13. Mirangine green silver farmers' cooperative society is located in Olkalau Sub-County and was registered in 2016 and became operational in 2017 with 37 members. This has increased to 132 (84 male and 42 female) all of them active. The members are involved in potato production with a turnover of 100 tons within the four months of peak season and 48.56 tons within another four months of low season. All the produce are sold to Sereni Fries Ltd Company. Though the Mirangine green silver farmers' cooperative society has been in existence for quite a short time, its financial performance started at a bad footing, according to the available records. This could be attributed to low productivity. For instance, the total yield of potato, which was the main enterprise in 2017 Long Rain Cropping Season, was 100Tons against an estimated acreage of 42 acres. This translated to about 6Tons per hectare, against a standard performance of 16-20 Tons per hectare. The higher than normal rains in the following year of same season i.e. April-July Rains aggravated the problem; leading the cooperative to incur a loss of KES 870,220 (Refer to a report attached on the questionnaire). Nonetheless, the coops leadership is focused, and could take the group to a higher level if issues on enterprise productivity are addressed.

Soko Mpya farmers' cooperative society is located in Kinangop sub county and started as a self-help group in 1999 before it was registered as a cooperative in 2016 with 86 members (50 male and 36 female). It has current membership of 75 farmers and 50 are active. It is therefore still at its formative stage as it yet to start operating as a cooperative and yet to make use of a marketing structure which is in their possession. Subsequently there is no paid staff for day to day operations. The county government has allocated 1.3M for rehabilitation/maintenance and to jumpstart the operations by assisting the members to start buying horticultural produce. However, member mobilization is rather low, and this could be attributed to inadequate capacity in leadership and governance.

Oleriondo Horticultural Roadside Market Self Held Group was registered by the department of culture and social services in 2011 with initial membership of 72 farmers producing horticulture and selling by the roadside as individuals. It is located in Olkalou sub county in Kaibaga Ward and currently have 46 members and only 30 (12 males and 18 females) are active. Though the group is in possession of quite a sizeable marketing structure which is under the County Government, there is minimal use of the facility. Only a few members make occasional use of a few stalls of the facility by storing the produce overnight and removing it in the morning to display it by roadside for sale. The group has no staff for the day to day running. The only activity that binds the group members is table banking.

Ol-Arwagwi Farmers' Cooperative Society is an old cooperative located in Kinangop Sub-County and was registered in 1964 with members doing dairy and horticulture even though the cooperative is currently in existence for dairy production. It has current membership of 367 farmers (male 164 and female 203). It's can therefore be said that as a horticulture cooperative, Ol-Arwagwai is still in its formative stages and just like the case of Oleriondo Horticultural Roadside Market Self Held Group, this cooperative is yet make use of a

marketing structure under its possession. Members are involved in small scale horticultural production but sell on individual basis.

Oleriondo horticultural roadside market self-help recorded the highest rating score of 0.76 followed by Mirangine with 0.41. This somewhat higher rating is due to higher score in adaptive, management and leadership capacity compared to the rest of the assessed organizations. Mirangine cooperative's rating is mainly boosted by better operational and management capacity. OI-Arwagwai and Soko Mpya had an overall rating of respectively 0.35 and 0.26.

These horticultural cooperatives are either at formative or storming stage. Mirangine silver green cooperative evolved from a self-help group. The market for potatoes especially Makes and Jelly varieties is available, and demand is increasing. The cooperative has contractual agreement with Sereni Fries Ltd Company. The cooperative has a potential of becoming a vibrant institution although the others are still having issues.

3.14 NYERI COUNTY

Nyeri county is producing arrange of horticultural crops including onions, cabbages, tomatoes, other vegetables and potatoes. In an effort to diversify production, fruits including avocado is being promoted by county government. The County has already started supplying farmers with 2-3 avocado seedlings of Hassi Variety. This is a project that will be running every financial year. Irish potatoes do well in Kieni regions and the County has plans of exporting surplus production. Horticultural production is largely at individual farmer level except a few organized farmers groups and one cooperative growing Irish potato (Sebeke horticulture cooperatives).

The study assessed three farmers' self-help groups and one cooperative in the county; 1) Sebeke Horticulture cooperatives drawing its members from Kieni East and West, 2) Wamwaki Horticulture self-help group, 3) Saflo Horticulture self-help group, and 4) Amuka Twende self-help group.

SEBEKE HORTICULTURE CO-OPERATIVE is newly formed and recently registered and launch in May 2018. The society was formed by mobilizing 15 Irish potatoes commercial villages drawn from Kieni east and West sub-counties and therefore is at a formative stage. The current membership is 1500 (450M, 900F, 150 youth), producing 7500 tons per season during peak period and 3500 tons in low season. The leadership have vision and mission communicated to members through meeting but not written. The co-operative has constitution guiding on roles and responsibility. The co-operative adaptive capacity is through strong partnership with county government, project coordinators of the projects being implemented by County funded and by National government e.g. ASDSP and Climate Smart Agriculture. The co-operative has limited operation since production is through the commercial villages. The commercial villages have two cold stores for potatoes with a capacity of 40 tons build in partnership with International Fertilizer Development Center (IFDC). The cooperative is at formative stage and has no offices but plan to open them in the two sub-counties.

The co-operative has high potential to impact on commercialized potato production. It requires resource mobilization to build infrastructure –store, offices, and grading and package facilities. The co-operative requires financial management training for its growth and profitable operations.

Wamwaki Horticulture Self-Help Group is located in Mathira West Sub-County and has been in operational since 2007 with 42 registered members initially. Currently, it has 36 active members (17 male, 12 women, and 7 youth) growing export crops marketed though Flamingo Company Limited. The main crops grown include French beans and snow peas. Production during peak period is at 15 tons per season and 10 tons in low season, all of which is sold to Flamingo Company Limited. It has annual turn-over is 1.65 million.

The group has strong leadership with organization structure documented and placed in the grading shed for ease of access to members. The leaders have clear vision, mission and plan but not documented. They have a constitution that guides their roles, responsibilities and values of members. The consequences of breaching the values and rules are clear. The term in office of official is set and adhered to. The members are involved in decision making during special and annual general meetings. The group is in partnership with Flamingo Company Limited and relevant government departments which supports them to achieve their vision. The group operation is clear in terms of production, financial and marketing through partnership with exporter's technical assistant and county extension staff technical support. The official prepares a budget and plan which guides them on operation and maintenance. The financial transactions are quite transparent to members with document well maintained and open to members. The KES 5 commission per kg produced and sold is deducted to meet group recurrent expenditure – salary and maintenance. They have a grading shed with charcoal cooler and input store. The group has no office hence documents are kept by officials and is audited annually.

The level of production and financial performance is good despite limitations on irrigation water and storage capacity of the produce hindering expansion of operations. The group has potential if supported with improvement of market infrastructure, capacity building, and credit facility to finance and expand. This would have a big impact in improving the livelihood of members and the community at large.

SAFLO HORTICULTURE SELF HELP GROUP is located in Mathira West Sub-County and has been in operation since 2005. Currently it has membership of 40 of which 20 (8 male, 7 women, and 5 youth) are the most active and producing French beans and snow peas. During peak and low production periods, members are producing 12 and 6 tons per season respectively, all of which are sold to Flamingo Company Limited.

The group has clear vision, mission and plan but not documented. The group has a constitution that guides their roles, responsibilities and values for all members. The group members are involved in decision making during special general meeting and annual general meeting. The group is in partnership with Flamingo Company Limited and government departments and projects which support them to achieve their vision. One of the visions is to expand their business and raise profitability. Flamingo currently buy produce under contract and also provide technical support through their field technical assistants. Department of agriculture also support the group in extension service. It has weak financial status and mobilize resource on need basis for infrastructure maintenance and recurrent expenditure e.g. Salary of the produce grader. The group members finance their operation individually and group management team is mainly coordinating production and marketing of the produce.

The group level of production is fairly good as it experiences minimal produce losses during grading and rejection by the Exporter. The group limitations to increase productivity and profitability are inadequate irrigation water, storage capacity of the produce and inability to mobilize resources to finance and expand operation. The group has potential if supported with improvement of market infrastructure, capacity building, and credit facility to finance and expand their operation that will have big impact in improving the livelihood of members and community in general.

AMUKA TWENDE SELF HELP GROUP is located in Kieni West Sub-County and was started in 2004 with 21 registered members then and currently have 33 active persons (14 male, 11 women, and 8 youth). Onion is the main horticulture produced and marketed by the group. During peak production, members are producing 240 tons and 120 tons in low season. All the produce is sold in the local market.

The group has strong well-established leadership structure with women and youth included. The group has a written constitution with rules and consequences if violated. The leaders have a have clear vision, mission

and goals but not written. The roles and responsibility of the official is clear, and the group members are involved in decision making during special and annual general meetings. From own resources, the group is able to procure input for its members. Similarly, through partnership, the group has been able to mobilize financial resources to implement group activities. The group also works closely with both public and private extension provider to build capacity. The county government supported group in construction of onion store. The group has management in place that is able to budget, mobilize resource, plan production and marketing although not strong enough for higher level of business. The group has no contract with buyer but have identified buyers and markets. The group transactions are documented and accessible to members for scrutiny. The group is annually audited.

The group level of production and financial performance is fairly good with limitation being irrigation water and storage capacity of the produce. The group if supported with improvement of market infrastructure, capacity building, and credit facility to finance and expand their operation can have a big impact in improving the livelihood of members. According to evaluation results, all the four business are in first stage of growth with Sebeke cooperatives score rating of 0.16, Amuka Twende at 0.11, and Saflo and Wamwaki at 0.07. Detailed assessment results of each SBOs is in Annex 4.14.

3.15 TRANSZOIA COUNTY

The County has 25 active coffee and 22 dairy cooperatives, plus 26 SACOOS according to the records at the County Cooperative department. These cooperatives are involved in many other activities apart from what they are legally registered for. Only one horticultural cooperative was registered in Charanganyi which was growing French Beans for export market but diversified into dairy and cereals in 2016 due marketing challenges. The County drafted a policy on horticulture cooperatives in 2014 which has not been operational to date.

Transzoia, although mainly a maize growing county, there are efforts to diversify into other crops due to challenges in maize marketing. The government has a programme on crop diversification targeting horticultural crops by encouraging farmers to diversify into Tissue culture bananas, Avocadoes, Macadamia, Tomatoes, French Beans, Snow peas and Sugar snaps. The county programme on crop diversification into horticulture is through support to farmers with greenhouse especially the youths and women. The government buy Tissue culture banana planting materials from Jomo Kenyatta University of Agriculture and Technology which is established in the nurseries before distributing to farmer groups. Amiran is one of the partners in horticulture promotion conducting demonstrations on greenhouse tomato and onion production and provide seeds, fertilizers and crop protection chemicals for greenhouses supplied to the farmers through County government funding. The county approach in diversification is through farmer groups; Self-help groups and CBOs. Agriculture sector development support programme (ASDSP) and recently launched World Bank projects (NARIG/KCSAP) are some of the partners supporting horticulture in the county.

The study assessed four horticultural organizations, three community-based organizations; Siuna Growers, Kilongei and Nyasasaba, and one farmers Cooperative, Sitatu fresh in Charanganyi Sub-county. Detailed assessment report for each SBOs is in Annex 4.15

Siuna Growers CBO is within Grassland location in Siuna Village, Mitesi Ward in Saboti Sub-county. It was registered in April 2017 with 44 members and currently has 38 of whom 25 are the most active (M13, F13, YM3, YF4). The main crop produced by the CBO is TC bananas of which up to 42 tons (840 bunches) are produced monthly during the peak season and 21 tons (420 bunches) in low periods. All the produce is sold at wholesale markets to local buyers, Schools, Kitale, Lodwar and Eldoret. The CBO has a share capital of KES

407,500, with annual turn-over of KES 350,000. Other activities include table banking, production of avocados and TC bananas nursery for multiplication. The CBO has one mentor and not a permanent employee and has 3 years strategic plan (2012-2013) (2016-2019).

KILONGEI CBO is located within Cheptilil Centre, Saboti Location, Saboti Ward in Saboti Sub-county. It was registered as a CBO in 2009 with initial membership of 80 but currently have 62 active members (F27; M35). The main crop produced is French Beans, Snow peas and Sugar snaps. The members are producing up to 200 tons per week of these crops during peak period and about 90 tons in low seasons. All the produce is sold to VEGpro Company. Share capital and annual turn-over could not be established due to inaccessibility of the documents during the field survey. The members are also producing maize and dairy and have 4 staff employed on contract. The CBO has 20 years strategic plan. The CBO has wide membership and well distributed across Ward. Membership is composed of youths, middle aged and elderly women and men. It has strong leadership which appears to have potential of taking the CBO to another level if given relevant assistance. It covers a large catchment area endowed with good soils and cool climate. The main challenge is piped water systems in the region which broke down.

Nyasaaba CBO is located within Salama Centre, Kaibei Location, Matumbei Ward in Endebess Sub County and was registered in 2005 with initial membership of 456. Currently, there are 28 affiliated groups totalizing to 400 active members (M129, F120, YM98, YF88, disable 32). The CBO produces over 1500 crates of tomatoes per week during the peak period and 500 in low seasons which is sold to designated markets in Kisumu, Nairobi, Mombasa, Kitale and Eldoret. The CBO Share capital is about KES 0.9Million with annual turn-over of about KES 18 Million. Members are also engaged in village saving and loaning (table banking). The CBO has one worker on voluntary basis and has 5 years strategic plan (2017-2022).

Sitatu Fresh Farmers Co-Op Society Ltd is located in Cherangani Sub County and was registered in 2014 as a farmers cooperatives producing and exporting French beans through Exporters. It has a wide membership composed of youthful and elderly people. It initially has 326 registered members but currently only 100 active members, (F 40, M 60). It has a vision to reach the entire Ward and beyond. The cooperatives switched to dairy activities after it was swindled by partners buying company of its produce/proceeds thus disappointing farmers. The coop. has large farmer base in Sitatunga ward. It has a small vehicle used for milk transportation. The plan for 2018 was to engage in Avocado, soya beans and export crops production but no horticultural crops. It has 4 employees on contract and has 25 years strategic plan (2014-2014).

According to evaluation results, all the four business are in first stage of growth with Siuna Growers score rating of 0.23, followed closely by Sitatu fresh farmers co-op society Ltd at 0.2, Nyasaaba CBO at 0.17 and Kilongei CBO at 0.11. Detailed assessment results of each SBOs are in Annex 4.15.

3.16 UASIN GISHU COUNTY

The County produce arrange of horticultural crops including French beans, Snow peas, Baby corn, Carrots, Cabbages, Kales, Passion fruits, Tomatoes, Macadamia, Tissue culture bananas, Avocados and Irish potatoes. Most of the successful Cooperatives in the county are doing dairy as the main value chain and horticulture production is a minor activity and a form of diversification since dairy farmers are also growing horticultural crops and cereals. Farmers are growing horticultural crops as groups especially in Burnt forest and Moiben region. In Burnt forest, farmers groups are growing peas and carrots, and in Moiben, they grow Snow peas, French beans and Baby corn. Some of the organized farmer groups are contracted by horticultural processing and exporting companies, linking producers with the outside market. The County government is supporting horticultural production by building storage facilities, purchasing and distributing avocados and macadamia

seedlings to individual farmers and groups. Through the support of European Union, the county government proposed to construct a Wholesale market with storage facilities at Kimumu market at a cost of KES110 million provided by EU. Considering county's horticultural production potential, there would be need for more storage facilities to be constructed to minimized wastage of produce. Until the end of the 2017, USAID KAVEs supported horticultural farmers on capacity building and infrastructure development. ASDSP in its first phase of 5 years supported three value chains in the county (not necessarily horticulture) and in the second devolved phase of another five years will continue with developing value chain platforms mainly farmer groups. The recently launched World Bank funded projects- NARIG and KCSAP is being implemented in some selected sub-counties and Wards and horticulture production and marketing is one of the targeted value chains.

During the scoping phase of the study, County commissioner of cooperatives identified a number of registered cooperatives from records and the current status of some of these cooperatives could not be ascertained except the ones which were finally assessed with the assistance of County agricultural extension personnel. These includes; 1) Mustard seed, a cooperative registered in 2015 with members growing French beans, Onions and Other crops. They received a loan from county government and started savings and loans scheme and opened an agrovet. 2) Kakisopche cooperative registered in 2015. 3) Kapnyangi lower horticulture registered in 2018 and held their first meeting on 23/10/18. 4) Kasari farmers' cooperative society, growing avocados and macadamia. 5) A cooperative in Merikwet growing Passions fruits which is popular in Uganda where most buyers travel from collect from farmers. 6) Kisopche cooperative is located in Kaptaget and the first ten members are from that particular region. 7) Ainabkoi farmers' cooperative growing potatoes but dairy is there main value chain. 8) Materenyi farmers' cooperative society growing macadamia nuts, although mainly known for maize.

The study assessed four farmer organizations, two cooperatives and two farmer groups; 1) Kapteldon Horticultural Farmers, 2) Kutsi Farmers CBO, 3) Kimoluet Farmers' Co-operative Society Ltd, and 4) Mustard Seed Farmers' Cooperative Society. Detailed assessment report for each SBOs is presented in Annex 4.16.

Kapteldon is a registered farmer group since 2014 and is located in Kapseret Sub-county. At registration, it had 30 members (18 F 12 M) which increased to 72 currently (35 F and 37 M). The group is producing passion fruits of up to 2.5 tons per week (10 tons /month) with sales turn-over of about KES 5 million. Since payments are channeled to individual farmer accounts, the group account does not have money and therefore no Share capital. Members of the group are also involved in seedling production in the nursery, dairy and maize production. The group has no employed staff and yet to develop a strategic plan.

Kapteldon farmers group has a great potential to produce huge volumes of passion fruits because the group has a good balance of youth and women, but most farmers do not irrigate during dry season when prices are very high. The group also needs to recruit more farmers to build a strong base. Passion fruit require a lot of inputs and is usually affected by many diseases and pest. The good chemicals recommended by most buyers are quite expensive. Lack of an established inputs store where members can access inputs at subsidized prices affects the production and quality of the produce. The potential of the group is great especially if the farmers could be supplied with water to enable them produce all-year-round which will also improve the quality and the marketable volumes.

According to assessment results, Kaptedon farmers group has various challenges especially in leadership. Management of cooperatives requires a good background in financial operations and management skills in general. This is key especially if the cooperative is to invest members' money and source for support from external sources. Lack of experienced manager in this group has led to inadequate financial information

circulated to members. The produce is marketed as a group but not putting money in the group account has also contributed to dormancy of group account. This is not favorable for the group especially when the group wishes to access credit for members. The group officials perform all activities especially technical and management which could be done by one or two qualified staff. The group has not computerized their systems, yet they have a laptop and a printer. Produce delivery and sale to various buyers has not been documented. The turnover per year for the group is high but this is not reflected in their accounts. This has made them not to have a strong asset base. The group also lacks a grading and sorting shade which is done by the exporter which reduces the profits that goes to members. After grading, produce that fails export quality standards should be processed, but this is not possible due to lack of value addition facilities. Again, once the produce is harvested and the buyers fail to collect deteriorates due to lack of cold storage facility.

Kutsi was registered as farmers CBO in 2015 and located within Kuinet/Kapsuwa Ward in Soy Sub-county. At registration, it had 33 members which increased to 64 (30F 34M). Members are growing passion fruits and producing up to 7500 Kgs per week in peak seasons and 4200Kgs in low seasons, most of which is sold in Uganda and other buyers including Woni Exporters, Nelbark and Essential Seed Processors. The group has a Share capital of KES 150,000 with annual turn-over close to KES 16 Million. Members are also engaged in Avocado growing and dairy production. The group has one employed staff and has strategic plan in place.

KUTSI Farmers C.B.O has a great potential to grow because they have a good market potential and are offered good prices for their produce. Their location is an advantage because they are very near town and accessibility is good to most buyers. Furthermore, if they are to value add their passion fruit to ready-to drink-juice they are next to a University which will offer a big market outlet for their product. The only problem the group experiences is low volumes of production during the drier seasons. The group has borehole water drilled but distribution to members has not been done. The group also has a piece of land and given equipment's could start processing juice especially for produce that does not meet the export market requirements.

According to assessment results, youth and women representations is high in the group which is important in relations to the ability to put bigger area under production since the youth and women are more active in farm production. The group has a good network with partners although none of the partnerships have been formalized. They lack an experienced manager in cooperative management which has led to poor financial reporting and circulation to members. This has also seen the group unable to keep deposits into group accounts and hence unable to develop a good asset base. The group is near town and has access to powers but has not purchased computers for information management. They have a wide membership base, but members cannot access inputs cheaply given that the group has no input store, yet pesticides used in passion fruit production are quite costly. The group also lacks cold store and testing facilities given that a lot of chemicals are used in production which may lead to chemical residues in the produce. Grading and sorting is done at individual farm level which result to different grades and this would have been sorted if they had a common sorting and grading shed.

Kimoluet Farmers' Co-Operative Society Ltd has been registered since July 2017 and is located in Segero/Barsombe Ward in Soy Sub-county. The cooperative has 40 members (13F 27M) producing Tomatoes of up to 65 tons per season which is sold to local traders. It has share capital of KES 590,000 with annual turnover of KES 5 Million. Members are also involved in maize and dairy production. The cooperative has no employed staff and yet to develop a strategic plan.

The cooperative has a great potential to produce huge volumes of tomatoes because all members are accessible to water for irrigation apart from owning large tracks of land for cultivation. The use of portable

motorized pumps to deliver water directly to their farms increases cost of production as on average, the smallest parcel of land requires at least 20 liters of petrol. This cost would be reduced substantially if an irrigation scheme is established to serve the members. Alternatively, farmers would also reduce their costs of production if they could pump water into tanks firsts and use drip system to irrigate instead of overhead which increases disease incidences.

From the assessment results, there is need to include women and youth so that the society attracts more members to join. Lack of implementation of the strategic plan slow down the development of the society. As a society, there is need to employ qualified staff to handle various issues instead of leaving the board to handle all issues including management and technical issues. The manager has experience having worked in other societies but failure to prepare financial reports and circulating to members will discourage members who normally expect transparency in how their monies are spent.

The cooperative has access to power but has not computerize their systems, yet they access credit for members and cannot put all this necessary information in a system. Though the society is still young, they need to focus to develop a plan of how to establish a good asset base. Tomato is a crop that has a lot of pests and diseases and the recommended chemicals are quite expensive, yet the society does not have an input store where members can access inputs at a subsidized rate. This results to high production cost for members thus reducing their profit margins. Tomatoes are highly perishable and when produce is ready for harvesting and markets are not available, farmers are faced with a lot of post harvests loses. This is because the society lacks cold storage facility to store the produce even when there is glut. On many occasions, the buyers determine the prices of the produce because farmers lack sorting and grading shed to grade and sell their produce based on quality. Finally, a lot of produce goes to waste due challenges with value addition because what is not taken fresh is always disposed as waste.

MUSTARD SEED FARMER'S COOPERATIVE SOCIETY was registered in 2015 with initial membership of 70 (24 F 46 M) which reduced to 46 (12 F 34 M) currently. The cooperative is located in Tembelio Ward in Moiben Sub-county and is producing vegetables and fruits of up to 6 tons per week. Two (2) tons are sold to VEGpro Exporters. It has Share capital of almost KES 3 million and sales turn-over of KES 3 million per season. The cooperative diversified into a number of other economic activities including Agro vet inputs stocking, Input distribution, Dairy, Coffee, Avocado, Passion and Macadamia production. It employed 2 permanent staff and 5 casuals. The cooperative has a 3 years strategic plan (2016-19).

This cooperative has a great potential in horticulture production for both vegetables and fruits since members are committed and could produce throughout the year using irrigation. Most farmers have basic education which is an advantage in grasping technical messages during horticultural crops trainings. Stocking of inputs makes it easy for members to access inputs in time and at reasonable prices and this contributes to maintaining volumes and quality of produce. Farmers could also access the inputs in a check-off system of payments. The cooperative also accesses loans from the County government at low interest rates and this money is loaned to members for crop production.

The Cooperative has huge potential to develop since it has experienced manager with very good qualifications. This coupled with the fact that the organization has a strategic plan and a strong network with partners could enable collaborations in various activities especially where they could not deliver alone. Modern technology is always associated with development because it creates efficiencies and effectiveness in most systems. The society has a well computerized system and has employed qualified staff in key areas especially those dealing in finances and technical issues. The membership base of this society is wide, with potential to produce high

volumes of produce especially if they venture into contract farming with export companies. Finally, the major challenge facing this society is maintaining quality of produce due to lack of cold storage and testing facilities. Value addition of various produce especially Passion fruit is also still a challenge.

3.17 SUMMARY OF THE SBOS ASSESSMENT RESULTS ACROSS THE COUNTIES

Table 1: Summary of the capacity and performance scores by counties

County	Leadership	Adaptive capacity	Management capacity	Operational capacity	Supply, processing and marketing	Average scores
Bomet	0.35	0.00	0.21	0.30	0.32	0.20
Bungoma	0.06	0.25	0.29	0.25	0.34	0.24
Kajiado	0.04	0.05	0.02	0.25	0.09	0.09
Kiambu	0.04	0.15	0.08	0.10	0.16	0.11
Kitui	0.06	0.15	0.11	0.15	0.21	0.14
Laikipia	0.23	0.22	0.13	0.20	0.14	0.19
Machakos	0.17	0.3	0.38	0.35	0.43	0.33
Makueni	0.21	0.20	0.19	0.20	0.30	0.22
Meru	0.11	0.20	0.23	0.20	0.27	0.23
Nakuru	0.11	0.30	0.17	0.30	0.43	0.24
Nandi	0.21	0.30	0.25	0.30	0.34	0.28
Narok	0.19	0.40	0.40	0.45	0.32	0.35
Nyandarua	0.29	0.45	0.52	0.10	0.25	0.34
Nyeri	0.08	0.05	0.10	0.25	0.11	0.10
Trans Nzoia	0.0	0.0	0.23	0.20	0.45	0.18
Uasin Gishu	0.0	0.0	0.11	0.10	0.18	0.10
Overall	0.13	0.19	0.21	0.23	0.27	0.21

Table 1 illustrates the average capacity indices across the performance areas and county. Generally, the farmer groups assessed in this study are below average in capacity and performance (0.21). This means that most of the SBOs are just beginning to develop structures required for effective performance in the key capacity areas. Supply, processing and marketing recorded the highest score (0.27), although below-the edge performance in terms of development stages. This was followed closely by operational capacities (0.23). The

lowest capacity scores were recorded in leadership (0.13) and adaptive capacity components (0.19). This suggests need for immediate intervention in all the components critical for the SBOs to meet their mandates. Across the county, Kiambu and Uasin Gishu recorded the lowest capacity and performance scores in almost all areas. As indicated in the previous section, horticulture enterprise is a relatively new activity in the Uasin Gishu area and farmers are still at a junction between transitioning out of other enterprises into horticulture on a substantial commercial basis. Most of the self-help groups are in nascent stage, which is the earliest stage of organizational development. There is great opportunity to woo farmers into horticulture farming in areas like Uasin Gishu by demonstrating the economic benefits of engaging in horticulture production across all the assessed counties SBOs which are also wanting in terms of performance. These two areas are in dire need of urgent interventions (articulated in county reports) to enhance incomes to their member-farmers. Even though all the areas recorded lowest performance, highest performance across the counties was recorded in Narok (0.35), Nyandarua (0.34), and Machakos (0.33) counties. These counties have some of the slightly well-established cooperatives such as Ole-riondo, Kasinga Mung'ala, Mulot, and Namunyak among others. The areas also have relatively good access to good soils, water and better markets compared to all the other counties.

4. CONCLUSION AND RECOMMENDATIONS

4.1 CONCLUSION

Kenya liberalized her market to improve efficiency and enhance market linkages for smallholder farmers from the late 1980s. The expected positive response by the private sector in areas with limited market infrastructure has however been very limited. The functioning of markets is constrained by high transaction costs and coordination problems along the production-to-consumption value chain. New kinds of institutional arrangements are needed to reduce these costs and fill the vacuum left when governments withdrew from markets in the era of structural adjustments. Farmer groups and especially horticulture cooperatives play an integral role in the horticulture value chain in the local industry as majority of the smallholder rely on them to market their perishable commodity, mainly horticulture produce. Cooperatives however continue to experience a plethora of challenges that impact their performance as business organizations and in most cases operate as welfare organizations.

The assessed horticulture farmer groups were found to face a number of constraints that negatively impact on their performance and therefore service delivery to farmers. There is sufficient and consistent evidence that these groups are poorly governed, are not dynamic, lack appropriate human resource policies, operate below capacity, and a good number are financially unsustainable.

Results indicate that apart from overall stated functions or activities of co-operatives, most organizations did not seem to have concrete, competitive strategies to enhance their growth and development and achieve member satisfaction. A very small number of the SBOs assessed have business plans. Further, there is a general lack of diversity of skills, knowledge and experience among most organization leaderships, with the biggest constraint being inadequate financial management skills. Except for a few, there is limited management capacity in the assessed co-operatives with majority still requiring capacity building on certain key issues such as financial management and strategic planning. Likewise, most organizations have a low active membership compared to the total registered membership which limits the business volumes and operational efficiency.

Most of the organizations do not have systems in place to manage change. Many organizations assessed have not embraced the concept of strategic planning even though it's a legal requirement for the registered cooperatives. Majority have not developed a plan while the internalization and operationalization of the strategic plans in some organizations that have it is still very low. The quality of the plan in some cases show inadequate skills in strategic planning. The culture of organization learning scored poorly in most organizations with weak monitoring and evaluation systems and low adoption of ICT. Almost all organizations have at least one partner, but the partnership is not structured, or formalized in most cases, majority being produce buying companies and extension service providers.

Majority of the SBOs lacked adequate staffing especially in management. Even those that had some staffing generally lacked well established human resources system or HR plan for staff recruitment, retention, training and development. Notably, most farmer organizations did not have qualified produce graders and facilities for produce handling and grading as most relied on buyers like VEGpro for produce collection and grading. Most groups also mentioned inadequate funding as a challenge that is limiting effective service provision and performance, which calls for interventions in resource mobilization. Almost all of the SBOs operate below capacity especially due to inadequate facilities. Share contribution in most SBOs is very low and contribution has since stopped making it hard to run the operations or fund the budgets especially on development or structural investments. Majority of organizations seemed to be unable to fully fund their budgets even though they had a long list of what to do. The use of computers or modern technology in business operations was also limited to a few organizations due to lack of funds. Less than a third of the organizations were operating in their own premises, with some having rentals and undeveloped plots.

Weak linkages in extension service provision to members was observed in majority of the SBOs. The organizations do not have or provide extension service but rely mostly on development agencies. The services offered in most organizations include facilitating provision of farm input services, extension services, and financial services. A few organizations provide household goods to members.

Produce collection remains a major problem in most societies which lack essential infrastructure for cold chain management yet have farmers dispersed over wide radius with poor road network. Produce rejection is also a major concern in these societies and this affect the competitiveness of the horticulture produce in local, regional and export market. This is one of the key areas that the HortIMPACT program will need to focus on to enhance competitiveness. Still there is a very big variation in produce collection during wet and dry seasons. All the assessed SBOs are in the nascent stage. The HortIMPACT program will therefore need to employ a focused and gradual approach to address these constraints, first targeting those interventions meant to enable the SBOs get their basics right. Leadership in particular could prove a hard challenge to address in the short-run given the reluctance of management committee members to accept their limitations.

Opportunity for real and sustainable impact exists for the HortIMPACT program in a number of key areas. All groups requiring capital investment as linkages with financial service providers was mentioned as the key requirement, and not handouts from the program management. This coupled with optimism from the leaders, present opportunity for the program to realize and even surpass the targeted milestones in the program component goals.

4.2 RECOMMENDATIONS

In line with the objectives of the assignment, this section is divided into two; Recommendations for implementation of the capacity building initiatives and future Monitoring of the capacity building initiatives.

Some of the SBOs disclosed formal working relationships with other development partners in the horticulture industry with similar development goals as HortIMPACT. The study recommended the importance of the HortIMPACT to work closely with other agencies offering horticulture assistance to avoid duplication and ensure efficient use of resources.

The need to focus on strategic planning and business plans development process. Most of the cooperatives are still run as welfare ad hoc basis rather than business entities. It is recommended that the HortIMPACT program engage professionals who are well-versed in strategic planning process to first sensitize the leaders of the SBOs on the importance of strategic thinking and planning prior to facilitation to develop one (strategic plan). This is to avoid the poor-quality strategic plans such as the ones observed during the evaluation and lack of their implementation.

In overall and based on the capacity scores achieved on performance areas by each of the assessed SBOs (Table 2), the following top ranked 42 SBOs presented in bold are recommended for HortIMPACT programme partnership and support in the critical areas highlighted for each of the organization.

Table 2. Ranks of individual SBOs based on capacity score

Ranking	Sbo	Capacity Score
1.	Nyandarua Oleriondo Hort	0.760
2.	Bungoma Namubila	0.720
3.	Makueni Makiyika	0.720
4.	Machakos Kasinga Mung'ala	0.650
5.	Narok Namunyak Hort	0.610
6.	Narok Mulot Coop	0.570
7.	Nandi Kaptumo Hort	0.500
8.	Narok Mau Farmers	0.500
9.	Kajiado Eporo Women Group	0.480
10.	Bomet Abosi	0.470
11.	Meru Timau Growers	0.460
12.	Laikipia Umande	0.440
13.	Kitui Nzamka	0.420
14.	Meru Potatoes Coop	0.410
15.	Nandarua Mirangine	0.410
16.	Machakos Kaani Fruits	0.410
17.	Laikipia Kilimo	0.380
18.	Nakuru New Molo Farmers	0.380
19.	Nakuru Subukia Avocado	0.380
20.	Bomet Nyongores	0.360
21.	Nandi Potato Growers	0.360
22.	Kitui Chuluni	0.350
23.	Nyandarua Ol Arwagwei	0.350
24.	Nandi Ogilgei Bidii	0.330
25.	Kiambu Kabunge	0.330
26.	Kiambu Gatundu North Agribusiness	0.320
27.	Bomet Isei	0.300
28.	Nandi Lessos Hort	0.290
29.	Lakipia Thakala	0.260
30.	Nyandarua Soko Mpya	0.260
31.	Meru County Banana	0.240
32.	Machakos Mango Value Chain Ass	0.240
33.	Uasin Gishu Kapteldon	0.240
34.	Trans Nzoia Siuna Growers	0.230
35.	Narok Mosiro Coop	0.220
36.	Makueni Kithoni Farmers	0.210
37.	Trans Nzoia Sitatu	0.200

38.	Nakuru Star Light Farmers	0.200
39.	Trans Nzoia Nyasasaba	0.170
40.	Uasin Gishu Kutsi	0.170
41.	Uasin Gishu Kimoluet Farmers Coop	0.170
42.	Nakuru Mau Narok Rural Farmers	0.170
43.	Nyeri Sebeke Hort	0.160
44.	Kajiado Rombo Farmers Coop	0.150
45.	Bungoma Green	0.140
46.	Bomet Ndaraweta	0.130
47.	Trans Nzoia Kilongei	0.110
48.	Machakos Masii Hort	0.110
49.	Nyeri Amka Twende	0.110
50.	Kajiado Namelok	0.110
51.	Kitui Mwingi	0.100
52.	Kajiado Friends Of Kilimanjaro	0.100
53.	Bungoma Kimaeti	0.090
54.	Makueni Kwa Kyai Rural	0.090
55.	Kiambu Zuri Blooms	0.080
56.	Nyeri Saflo	0.070
57.	Nyeri Wamwaki	0.070
58.	Laikipia Karunga	0.050
59.	Meru Friends Sacco	0.050
60.	Makueni County Fruit Processors	0.050
61.	Uasin Gishu Mustard Seed	0.050
62.	Bungoma 3km	0.040
63.	Kitui Kitui	0.030
64.	Kiambu Kariko	0.020

Future Monitoring of the capacity building initiatives; monitoring of the capacity building programs developed under HortIMPACT should focus on the implementation of the activities to be agreed on between the program and the SBOs and attainment of the measurable outputs on a semi-annual basis.

In the medium to long-term, there is need to focus on the improvement in the capacity and performance indices for the individual cooperatives and county. This can be assessed annually.

The assessment tool used in this exercise has some subjective components that require that the monitoring plans maintain the design of this assessment. Prior understanding of the political context for the implementation is critical for successful and useful evaluation.

5.0 APPENDICES

APPENDIX 1: LIST OF COOPERATIVES IDENTIFIED DURING SCOPING PHASE OF THE STUDY

County	Producers organizations-cooperatives and groups identified for assessment	Value chains in which they operate	Key programmes Supporting horticulture in the county
Kajiado	Friends of Kilimanjaro Cooperative Society Ltd Rombo cooperatives society limited Elopo women group Namelok horticulture cooperative society limited	Tomato French beans Passion fruits	County government, ASDSP, KCSAP, SHIVAP
Machakos	Machakos county mango value chain association Masii horticulture farmers' cooperative society limited Kaani fruit grower's cooperative society limited Kasinga Mung'ala farmers' association	Mango Avocado Passion fruit	County government, HCD, Vert, ASDSP
Makueni	Muumbuni mango processing cooperative society limited Makueni county fruit processing Makiika fruit processors Kwa Kyai rural sacco	Mango	County government, ASDSF, KCSAP, EU-IDEAS
Kitui	Nzamka farmers' cooperative society Kitui horticultural cooperative society Chuluni horticultural enterprises Mwingi west horticultural cooperatives	Mangoes Passion Avocado Oranges kales	County government, KCEP-CRAL, ASDSP
Meru	Meru potato processors Meru banana cooperative Timau potato cooperative Abogeta West Potato cooperative	Potato Banana	County government, ASDSP
Laikipia	Umande farmers' cooperative society Kilimo fifadhi commercial villages Nakaro group Karinga Jikaze group	French beans	County government, ASDSP, SHAPE UP, EU-IDEAS
Nyandarua	Ol-argwai cooperative society Arbadare horticulture cooperative society Murata crop society Ol-loliondo group	Potato Carrot Cabbage	County government, ASDSP, IFDC, EU-IDEAS
Nakuru	Subukia avocado FCS New Molo FCS Star light FCS Mau Narok FCS Lomos FCS Thawaka FCS	Avocado Varied	County government, ASDSP
Transzoia	Sitatu Fresh cooperative society	French beans, Dairy	County Government, ASDSP, NARIGP/KCSAP
Uasin Gishu	Master seeds Cooperatives Kimoluet C.B. O Ngala C.B.O (local vegetable) Kutsi C.B.O (Passion fruits)	French Beans, Onion, Cabbages, Tomatoes kales Local Vegetables Passion Fruit	County Government, European Union, NARIG/KCSAP, ASDSP, CIP

Bungoma	Namobila CBO Green Warriors CBO Kimaeti CBO 3KM SACCO	Tomatoes Tomatoes Bananas Bananas	ASDSP, RTI (KCDMSDA), County Government, Fruit Plain Organization, SHEP-PLUS
Nandi	Nandi hills Potato growers' cooperatives Kaptumu Horticultural farmers' cooperative Mosoriot horticultural passion fruit LOHGRAS CBO	Potatoes Passion fruit passion fruit Passion fruit Passion Fruits	NARIGP, ASDSP, County Government, Exporters ACD Meru greens, EPZ, HABEX AGRO
Bomet	Ndarawetta Potato Producers cooperative society Nyangoris Avocado Cooperative Society Abose Horticultural cooperative Isei Farmers cooperatives	Potatoes Avocado Multipurpose (tomato) Avocado	ASDSP, KCSAP, DEEPA, NORAD, Dr. Baboon, County Government, ADB, KCSAP, AVCD SNV, NARIGP, ADB, Exporters, County Government
Narok	Mao farmers Initiative cooperative Namanyak farmers Cooperatives MULOT Farmers Cooperatives A self-Help Group in Mosiro	Potatoes Avocado Avocado Tomatoes and irrigated horticulture	ASDSP, KCSAP, DEEPA, NORAD, County Government, ADB, AVCD SNV, NARIGP, ADB, Exporters, County Government
Kiambu	Gatundu Agribusiness cooperative society Vineyard economic empowerments group Kariko Unity CBO Zuri flower farmers' cooperative society	Banana Potatoes Potatoes Flowers and other vegetables	Twiga foods, PARMAT flour making, County Government, Urban and Peri-urban, Shep-Plus, ASDSP, FCI, Vineyard
Nyeri	Sebeke Horticulture farmers' cooperative Amukatuende Umoja Horticultural Group within Sagana irrigation scheme	Potatoes Onion Several horticultural crops	ADB, County Government, ASDSP, IFDC, SHIVAP

SUMMARY FOR ANALYSIS OF CAPACITIES ACROSS THE COUNTY

Capacity Area	Strengths	Weaknesses/Challenges
Leadership	<ul style="list-style-type: none"> • Most cooperative have mission and vision articulated well • AGM and elections held regularly • Board has a wide range of skills, women and youth are well represented • Roles clearly specified and discharged 	<ul style="list-style-type: none"> • Mission needs to be communicated to members • Low member mobilization •
Adaptive capacity	<ul style="list-style-type: none"> • Have strong network of partners with input companies, exporters and County government, • Have member training and information sharing 	<ul style="list-style-type: none"> • Partnerships not formalized • Performance not recorded and reviewed
Management capacity	<ul style="list-style-type: none"> • Management has ability to develop budgets and execute. 	<ul style="list-style-type: none"> • Lack an experienced manager in cooperative management • Financial reports not audited and not presented to members • Lack of HR system policy • Inadequate qualified staff in key positions
Operation capacity	<ul style="list-style-type: none"> • Adequate access to power • Adequate member communication 	<ul style="list-style-type: none"> • Information management is not computerized • Lack documented operational procedures • Lack a strong asset base
Supply, Processing and marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection • Adequate extension service offered to members • Have adequate skills and support in crop protection and conservation 	<ul style="list-style-type: none"> • Have no access to a cold storage facility • Have no testing produce facility • Inadequate produce grading at produce collection centers • Challenges with value addition.
Productivity and financial performance	<ul style="list-style-type: none"> • High sales turnover • Good farmer payment rates (75%) 	<ul style="list-style-type: none"> • Low profit margin

DESCRIPTION OF THE STATES OF CAPACITIES

1. LEADERSHIP

Most cooperatives have their mission and vision written well but when it is not communicated to members so that they know they may lose direction. Most cooperatives confine the mission and vision to the officials of the society and this could be the reason to members not being active in the society's activities. The leadership is supposed to provide inspiration, direction, innovations to the group to make them reach great heights. This is the reason why most societies do not grow.

2. ADAPTIVE CAPACITY

From the assessment results most cooperatives are able to develop networks with various partners, but these partnerships do not develop into substantial outputs because they are not formalized, and MOUs are never done. The cooperatives are supposed to monitor and assess their member's performance, record and review where possible they can come up with recommendations and strategies due to any changes happening in their societies.

3. MANAGEMENT CAPACITY

Lack of experienced managers competent in cooperative management cuts across most cooperatives because the position is normally given to individuals who are influential in the society without looking at the qualification an individual has. A manager should have management skills and qualifications to enable him give directions on the

society's effective and efficient use of resources. A lot of societies select their managers without advertising the positions so that competent people may apply. This type of hand picking normally leads to problems especially in financial records and planning which is because of lack of financial management skills.

4. OPERATION CAPACITY

Most cooperatives operate as if they don't understand their organizational functions. This is because most of them have access to power, have an office yet do not see the need to buy computers and printers to create efficiency in managing their crucial information. A lot of information is on papers which are not properly filed and kept well. They function without operational procedures which lead to uncoordinated activities.

5. SUPPLY, PROCESSING AND MARKETING

The core business of societies is to produce process and market the members produce. The societies evaluated have a good membership base, extension support for members on production and adequate skills among members on how production can be maximized. Despite all this there are challenges of low volumes of produce, lack of cold storage to prolong the shelf life of produce and unavailability of necessary facilities like grading sheds. All these necessary equipments should be given priority if the society is to make profits. Poor leadership affects the prioritization of what needs to be done first and this leads to investing society money on relevant facilities.

6. PRODUCTIVITY AND FINANCIAL PERFORMANCE

The productivity and financial performance of a society will determine whether the members will make profit or not. Members could be selling their produce to a buyer, but their profit margins may very low. It is the responsibility of the society management to ensure that it is carrying out its operations and financial functions in a way that all members are benefiting and remain in business. This means that members should be assisted in inputs acquisition, transportation of produce and negotiation of a good price to ensure maximum profits. The society should also ensure that all systems used by farmers in production are efficient and members should be encouraged to build the asset base of the society.

APPENDIX 2: ASSESSED SBOS PROFILES BY COUNTY

2.1 BOMET COUNTY COOPERATIVES ASSESSMENT REPORTS

2.1.1 NDARAWETA PRODUCERS & BUSINESS CO-OP SOCIETY LTD

Background of cooperative

Location: Bomet Central Sub County, Bomet County
 Registered: 2014
 Operational date: 6th Jan 2014
 Members: Registered members then, 500 (M 200, F 300), currently 300 (M 100, F 200), active 300 (M 100, F 200)
 Production: Peak, over 10,000 packets of crisp per day, low season 6400 packets of crisp per day. All produce sold in the local market to retailers.
 Share capital: Kshs. 250,000 million per year (500 members paid 500/= once)
 Turn-over: Over Kshs. 27.5 million per year up to 2017 when operations stalled due to processing plant's breakdown
 Other activities: Acquisition of Inputs i.e. seeds, processing, crop protection and extension services.
 Staffing: Nil permanent, 6 casual staff
 Strategic plan: 5-year strategic plan-(2014-2019)

Table 1: Assessment results for Ndaraweta Producers & Business Co-Op Society Ltd

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
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Leadership	<ul style="list-style-type: none"> The coop. has mission statement which was read to members in AGM. All groups represented; Board members have skills acquired through training and experience; meetings done on monthly basis. Management have written roles and clearly understand their role. Team work as the Volunteer manager is assisted by both board and staff members to handle issues 	<ul style="list-style-type: none"> The mission statement is not displayed and kept as a record and may not have been widely communicated. The goal is not clearly stated The coop. has not employed a manager as they stopped operations but have an acting volunteer appointed by the board. Lack substantive manager 	0.8
Adaptive Capacity	<ul style="list-style-type: none"> Have developed strategic plan Have no documented partnership but there are some like the county government of Bomet, USAID through Farmer Advocacy and Consultative Tool-FACT 	<ul style="list-style-type: none"> Strategic plan not updated regularly Partnerships not formalized nor documented. 	0.0
	<ul style="list-style-type: none"> Performance recorded and periodically reviewed monthly and used occasionally Members are involved through regular AGM attended by all members, co-op officer and ministry of agriculture staff 	<ul style="list-style-type: none"> Limited member involvement- mainly during the AGM and SGMs as seen in the activities of members. No plans developed on information systems 	0.17
Management Capacity	<ul style="list-style-type: none"> Have a manager holder of diploma in business administration Limited Financial plans updated on an ad hoc basis Transparent and structured system for decision making by the board 	<ul style="list-style-type: none"> Budget constraints – limited financial plans/budgeting development activities. The co-op is doing poorly on internal resource mobilization and access to credit Limited sets on processes of reporting controls Inadequate use of financial information-audited reports Lack of HR system and policy 	0.2
Operational Capacity	<ul style="list-style-type: none"> Critical staff positions are filled, and staff turnover is limited since 2014 when they were recruited. Physical structure- office and space under construction- business currently in rented premise. Have strong asset base (Production plant 950,000, 0.8Acre land 800,000, Water tank 18,000, office furniture 50,000, Partially finished building business premise 800,000) Adequate access to power supply 	<ul style="list-style-type: none"> Limited use of computer in day to day activity Insufficient capacity in information management-lack of computerization Lack of documented operational procedures Inadequate member communication strategy- need to be reached most of the members SBO registered as co-op but does not follow tax requirement 	0.18
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have link to public extension services Provide input to its members i.e. certified seeds from Kisima farm Have a wide membership base about 60 Ha crop who deliver their produce to processing plant Farm mechanization only in land preparation is between 26-75% More than 75% members have received training in produce hygiene. Demonstration plot in each group 	<ul style="list-style-type: none"> Low produce intake during dry periods Stiff competition from hawkers on Challenges with value addition Lack cold storage facilities High cost of production eats into profit 	0.0

	<ul style="list-style-type: none"> • Have a shed for produce sorting and grading • The co-op is involved in processing and marketing crisp, 6400 packets sold at 20/= 		
Productivity and Financial Performance	<ul style="list-style-type: none"> • Opportunity to grow and expand due to resource base including potential membership 	<ul style="list-style-type: none"> • Low profit margin due to high operational costs • Not operational continuously due high cost of power for processing 	0.13
Average Capacity and Performance Score/Index			0.8

Summary of Ndaraweta Producers & Business Co-Op Society Ltd

The SBO have potential of growth given its resource base, membership and wider catchment area producing Irish potatoes of dry matter content suitable for processing and value addition.

The SBO still have opportunities in improved management capacity, food processing, packaging and branding and marketing. It can also computerize its systems, mechanization of all production processes. Can put in place HR system.

2.1.2 NYONGORES FARMERS CO-OPERATIVE SOCIETY LTD

Background of cooperative

Location:	Bomet Central Sub County, Bomet County
Registered:	2013
Operational date:	23 rd Oct 2014
Members:	Registered members then, 500 (M 200, F 300), currently 300 (M 100, F 200), active 300 (M 100, F 200)
Production:	The SBO have not harvested the produce, crop is at flowering stage.
Share capital:	Kshs. 5,000 thousand per year
Turn-over:	Kshs. N/A - Have not harvested, the commodity avocados is at flowering stage
Other activities:	Acquisition of Inputs i.e. seedlings, fertilizers and crop protection.
Staffing:	Nil permanent, 1 casual staff
Strategic plan:	2-year strategic plan-(2018-2019)

Table 2: Nyongores Farmers' Co-Operative Society Ltd

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Have some expression of SBOs mission and vision, but lack clarity. • Roles of management committee clearly specified and discharged • AGMs and elections held regularly where members participate. • The management committee provides oversight and leadership. • Management able to mobilize and motivate members. 	<ul style="list-style-type: none"> • Mission needs to be communicated widely to members. • Goals lack associated measures and timeframe for measuring attainment • Board still lack a wide range of skills and women and youth not well represented. • SBO's strategy is not clearly linked to mission, vision and goals and is known by fewer staff. • Low member mobilization • The manager has narrow background and range of experience-limited experience in cooperative management • Management uncomfortable with complex matters of management. 	0.42
Adaptive Capacity	<ul style="list-style-type: none"> • Have a well-developed strategic plan prepared by the committee. • Performance recorded and periodically reviewed 	<ul style="list-style-type: none"> • SBOs performance is partially measured and progress partially tracked. • Performance data rarely used to improve programme and organization • SBOs partnerships not formalized 	0.0

		<ul style="list-style-type: none"> Limited member involvement- mainly during the AGM and SGMs 	
Management Capacity	<ul style="list-style-type: none"> Have realistic shared goals/performance targets existing in most areas. Financial activities recorded regularly and audited internally and presented to members monthly. SBO have annual subscription of 10,000/= and annual registration of 5000/= Have operational plan in production of avocados and passion fruits. 	<ul style="list-style-type: none"> Staffs have no experience in co-operative. SBO have limited financial plan updated on an ad hoc basis. SBO have limited set of processes; no system in place for assessment of processes. Inadequate use of financial information-audited reports No formal system for information management and to record internal knowledge. Lack of HR system and policy 	0.17
Operational Capacity	<ul style="list-style-type: none"> The SBO is legally registered as a co-operative 	<ul style="list-style-type: none"> SBO's staffing have some positions unfilled Have no office space nor building Insufficient capacity in information management-lack of computerization Lack of documented operational procedures Inadequate member communication strategy- need to reach most of the members. 	0.6
Supply, Processing and Marketing	<ul style="list-style-type: none"> The SBO through its partners provide extension services to its members Have a wide membership base for produce collection Have a shed for produce sorting and grading of passion fruits 	<ul style="list-style-type: none"> Low produce intake during dry periods Inadequate skills or support in crop production and conservation. Inadequate produce grading at some produce collection centres Total number of hectares is low Level of farm mechanization by members is 10-25% Have problems with produce collection The SBO is not involved in value addition Lack cold storage facilities Members have never had training in produce hygiene 	0.64
Productivity and Financial Performance		<ul style="list-style-type: none"> Low profit margin Produce losses due to quality problems 	0.0
Average Capacity and Performance Score/Index			0.36

Summary of Nyongores Farmers' Co-Operative Society Ltd

The SBO have potential of growth given its membership and wider catchment area with high potential of avocados production. The SBO has diversified operation doubling in avocados and passion fruits where the latter has been marketed while the former is at flowering stages; this is good approach in risk management.

The SBO is still young, conducted election on 8/9/2018 to renew its officials; have opportunities in improved leadership, organizational management, operations, production, supplies marketing and financial performance through capacity building.

2.1.3 ABOSI HORTICULTURAL COOPERATIVE SOCIETY LIMITED

Background of cooperative

Location: Sotik Sub County, Bomet County

Registered: 2016

Operational date: 17th December 2016

Members: Registered members then 73 (M 56, F 17), currently 52 (M 30, F 22), active 52 (M 30, F 22)

Production: Peak, over per day, low season per day. All produce sold in the local market to retailers.

Share capital: KES. 14600 (73 members each paid 200/= once)
 Turn-over: Nil
 Other activities: crop protection services.
 Staffing: Nil permanent, nil casual staff
 Strategic plan: No strategic plan

Table 3: Assessment Results for Abosi Horticultural Cooperative Society Limited

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> The SBO have some expression of organizational reason for existence Members share common set of basic beliefs and values such as planting tomatoes. Ability to motivate and mobilize members 	<ul style="list-style-type: none"> Mission needs to be communicated widely to members. The SBO lack strategic plan The SBO does not have board; is managed by executive committee members with limited diversity in fields of practice and expertise Role of committee members are unclear. Committee still lack a wide range of skills and women and youth not well represented. Committee provide little direction and accountability as no organ oversees it Low member mobilization ✓ Have no manager 	0.58
Adaptive Capacity	<ul style="list-style-type: none"> Have network of partners e.g. (MOA) 	<ul style="list-style-type: none"> The SBO does not have strategic plan and have limited ability to develop one. Very limited measurement of performance and progress. Partnerships not formalized Limited member involvement- mainly during the AGM and SGMs 	0.8
Management Capacity	<ul style="list-style-type: none"> The SBO have realistic targets existing in some areas The SBO have limited set of processes in planning and review 	<ul style="list-style-type: none"> No staff employed Very limited financial planning/budgeting Limited internal resource mobilization and access to loans. Decision made on an ad hoc basis No formal system to capture and document internal knowledge, records are with the secretary. Inadequate use of financial information- audited reports Operations run on day to day basis with no short or longer term planned activity Lack of HR system and policy 	0.67
Operational Capacity	<ul style="list-style-type: none"> The SBO have member communication strategy where the secretary has the mobile number of all members Have building donated by the National government for office space The SBO is registered as a co-op, though there are some problem with the corporate status i.e. Filling returns 	<ul style="list-style-type: none"> No staff currently employed Insufficient capacity in information management-lack of computerization Lack of documented operational procedures Inadequate member communication strategy- need to be reached most of the members There is limited use of computer in day to day activity. Use cyber but have email account. 	0.2
Supply, Processing and Marketing	<ul style="list-style-type: none"> The SBO encourages extension services, but there are opportunities for improvement. One member operates an agro vet and the co-op have 	<ul style="list-style-type: none"> Low produce intake during dry periods Stiff competition from hawkers on Co-op is providing very little support to educate and to access crop protection Inadequate skills or support in crop protection and conservation 	0.09

	<ul style="list-style-type: none"> a written MOU with if to provide members with inputs Have a wide membership base for produce collection On farm training in produce hygiene is between especially safe-use of chemicals. 	<ul style="list-style-type: none"> Lacks produce grading collection centers, done at the farm. Challenges with value addition Inadequate cold storage facilities, just bulking at farm level. SBO not doing value addition. 	
Productivity and Financial Performance	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Low profit margin Produce losses due to rejection 	0
Average Capacity and Performance Score/Index			0.47

Summary Abosi Horticultural Cooperative Society Limited

The SBO need capacity building on management and leadership and support in the infrastructure development. The SBO have opportunities in value addition, packaging and branding and marketing. It can innovate and adopt modern technologies like green house and irrigation to reduce production costs.

2.1.4 ISEI MULTI-PURPOSE FARMERS CO-OPERATIVE SOCIETY LIMITED

Background of cooperative

Location: Bomet East Sub County, Bomet County
Registered: 2014
Operational date: 7th May 2014
Members: Registered members then, 200 (M 127, F 73), currently 157 (M 118, F 39), active 157 (M 118, F 39)
Production: Peak, over per day, low season per day. All produce sold in the local market to retailers.
Share capital: Kshs. 100,000 (200 members each paid 500/= once)
Turn-over: Nil
Other activities: Input stores, avocados production, crop protection services.
Staffing: Nil permanent, one casual staff
Strategic plan: 5 years plan (2014-2019)

Table 4: assessment results for Isei Multi-purpose Farmers' co-operative society limited

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have some expression of reason for existence drawn during registration. Goal is clear i.e., bold with associated measure 156 members have 40 mango trees. Members have common set of beliefs and values on husbandry practices in avocados value chain. AGMs and elections held (last one held 2016) 	<ul style="list-style-type: none"> Mission needs to be communicated widely to members. Role of board and management are unclear. Board provides little support and accountability to leadership. Have not employed a manager. Board still lack a wide range of skills and women and youth not well represented. Low member mobilization 	0.17
Adaptive Capacity	<ul style="list-style-type: none"> Have recorded performance, measured and progress can be tracked SBO management learn from performance data shared in the organization Have network of partners i.e. Songoroi Ltd, Mara farm, Solidaridad company, banks. 	<ul style="list-style-type: none"> Have a strategic plan in soft copy, not relevant Partnerships not formalized Limited member involvement- mainly during the AGM and SGMs 	0

Management Capacity	<ul style="list-style-type: none"> Financial reports regularly audited and presented to members (one in 2016) Have qualified staff in key positions Realistic targets exist in some key area like harvested produce Basic set of processes in core areas, with few improvements in consequence Information management of the SBO is such that it has system in few areas and are not user friendly 	<ul style="list-style-type: none"> Limited prior experience in co-op or profit business Limited financial planning. General budget developed but not approved by the board. Financial activities not consistently documented or reported. Low internal resource mobilization, poor cash management Strong dependent on manager Inadequate use of financial information Decision made largely on ad hoc basis by one person Lack of HR system and policy 	0.5
Operational Capacity	<ul style="list-style-type: none"> Some positions are unfilled No communication plan in place, communication done through sub- groups Have one computer from where database and reports are done. Have some asset base i.e. an agro-vet shop Adequate access to power supply Incorporated as a cooperative 	<ul style="list-style-type: none"> Inadequate physical infrastructure; currently uses back room of an agro-vet as office Insufficient capacity in information management-lack of computerization Lack of documented operational procedures Inadequate member communication strategy- need to be reached most of the members 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have limited extension services as it relays on extension given by Songorei ltd which are given 2 motor cycles to do the work. Coop provides assistance in helping members to develop crops and to improve conservation during farmers' field days. Co-op playing role in educating members to access preventive crop protection- use of chemical discouraged. Co-op have about 6000-6500 avocados trees' 26-75% of members have received training in produce hygiene 	<ul style="list-style-type: none"> Co-op not involved in providing input to members. Have an agr-vet shop which currently closed. Low produce intake during dry periods Very limited extension service offered to members Inadequate skills or support in crop protection and conservation Lack produce grading centres Challenges with value addition Inadequate cold storage facilities Lack cold storage facilities and transport. Co-op doesn't market value added nor processed products 	0.45
Productivity and Financial Performance			0
Average Capacity and Performance Score/Index			0.3

Summary for Isei Multi-Purpose Farmers' Co-Operative Society Limited.

The SBO have a good resource base of established avocados trees, good network of partners, motorcycles and input shop and members who have basic shared beliefs and values. The SBO can easily be kick started if provided with basic skills in the six capacity areas.

The SBO have opportunities in food processing, packaging, branding and marketing. It can also explore more in Mechanization, innovation and technology in new varieties and grafting for high productivity.

2.2 BUNGOMA COUNTY COOPERATIVES ASSESSMENT REPORTS

2.2.1 KM SACCO FARMERS' CO-OPERATIVE SOCIETY, ENTERPRISE: BANANA PRODUCTION

Background of cooperative

Location:	Kimilili Sub County, Bungoma County
Registered:	2011
Operational date:	29 th March 2011
Members:	Registered members by then 281, currently 1152 (416M/736 F), active 920 (20% are youths)
Production:	An average of over 5 tons per week throughout the year. All produce sold to schools and hotels who have given the cooperative the contract.
Share capital:	Kshs. 1.77 million
Turn-over:	Over Kshs. 2 million per year
Other activities:	Bulking of Banana suckers for sale and environmental conservation (running of a tree seedling nursery).
Staffing:	3 staff on one-year contract and some volunteers, there are no permanent employees.
Strategic plan:	3-year strategic plan-(2018-2021)

Table 1: Assessment results for 3 KM SACCO Farmers' Co-operative Society.

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> The group has a well written and articulated mission which is displayed on the wall. The group has board members who are skilled and undergoes 4 trainings annually on leadership skills. There is team work and democracy in the cooperative management and members are consulted before making any decision. Has a manager who is an accountant. 	<ul style="list-style-type: none"> Minor cases of some leaders not understanding their roles well. 	0.0
Adaptive Capacity	<ul style="list-style-type: none"> The group has a strategic plan of 3 years. (2018-2021) Performance evaluation and reporting are key activities. The group has some reliable partners such as KUSCO, Ministry of Agriculture and VI agro forestry. The group is well established under cooperative laws. Strong partnership with local NGOs and government departments. 	<ul style="list-style-type: none"> Failure by some members to attend meetings in time/ absence of members during some meetings. 	0.0
Management Capacity	<ul style="list-style-type: none"> The group has experienced staff with relevant skills. There are well set and clear targets. There are human resource and financial policy documents Good information management in place 	<ul style="list-style-type: none"> Loan defaulting by members. Low saving level by members, the group needs some capacity building on financial issues. Inadequate funds to expand on some equipment such as ripening chambers. 	0.0
Operational Capacity	<ul style="list-style-type: none"> There exists a well-structured communication channel which is also adequate. There is a reliable electric power supply. It's a registered Sacco No. 19/1998 	<ul style="list-style-type: none"> Inadequate office space. Cost of rental can be expensive-needs to build their own building. 	0.0
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have adequate acreages for Banana production. 	<ul style="list-style-type: none"> Transportation of produce from the 10 collection centers to the 	0.18

	<ul style="list-style-type: none"> • There is a high potential for banana production. • The society has a field officer and also get trainings from the government Extension officers. • There is a big horticultural market (Chepkwabi) in the region that has provision for value addition. • Has a big consumer base that can be utilized properly. 	<ul style="list-style-type: none"> • ripening chambers is cumbersome • Inadequate ripening chambers that cannot hold all the produced volumes. • Inability to absorb all the produce. • Lack of value addition initiatives. • Competition from the local trading centers. 	
Productivity and Financial Performance	<ul style="list-style-type: none"> • High sales • Fertile and suitable climatic conditions. 	<ul style="list-style-type: none"> • Small profit margin due to competition. 	0.0
Average Capacity and Performance Score/Index			0.04

Summary / Remarks on 3 KM SACCO Farmers' Co-operative Society

The above cooperative society in Kimilili Sub County in Bungoma County is engaged in Banana production. It is a strong society with 1152 members and has a great potential in mobilizing more farmer members in the region. It has a great potential for success since the area has immense potential for banana production and has a huge market within and without the area. The board is strong in terms of experience and qualification and if supported can assist the society to succeed.

Areas that may require capacity interventions are; skills in cooperative management, financial literacy and management, acquisition of a premise suitable for a cooperative society operations and transport and value addition facilities.

2.2.2 KIMAETI FARMER'S CBO-BANANA PRODUCTION

Background of cooperative

Location: Kimaeti ward, Bumula Sub County, Bungoma County
Registered: 2011
Operational date: 2nd Jan 2009
Members: Registered members, 5263 (2140 M/3123 F), youth 1800
Production: 270, tons during Peak season and over 10,000 tons per month during low season. Produce mainly sold to Kibabii University
Share capital: Ksh. 186,000.
Turn-over: Over Kshs. 5 million per year
Other activities: Agro forestry, Carbon credit business.
Staffing: There are only 4 permanent staff. Sometimes hire 2 casuals
Strategic plan: 5-year strategic plan-(2016-2021)

Table 3: Assessment results for Kimaeti Farmer's CBO

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Mission and goals are well articulated and displayed. • The organization has a common purpose and shared beliefs. • Has experienced and professional board members. • Meetings held regularly, and elections are held regularly. 	<ul style="list-style-type: none"> • Some influence from donors. 	0.0
Adaptive Capacity	<ul style="list-style-type: none"> • A strategic plan in place. • An organized and clear performance evaluation system. • Availability of strong partners such as VI agro forestry, Send a cow and GIZ. 	<ul style="list-style-type: none"> • Targets are not clear on production volumes. • Members don't participate fully in planning but donors and board members. 	0.0

Management Capacity	<ul style="list-style-type: none"> • Staff have agricultural background. • Human resource policy in place. • Well managed information system in place. • Competitive recruitment of staff 	<ul style="list-style-type: none"> • Budget does not focus so much in banana production. • Weak on reconciliation of production reports 	0.0
Operational Capacity	<ul style="list-style-type: none"> • Has computerized system. • Reliable power supply • Good communication channels among members and the board. 	<ul style="list-style-type: none"> • CBO not registered as a Cooperative. • Use a rented premise. 	0.2
Supply, Processing and Marketing	<ul style="list-style-type: none"> • The CBO adequately assist members in production, there are 2 qualified field officers. • Have ripening chambers and carry out some value addition. • Availability of training opportunities on processing and marketing skills. 	<ul style="list-style-type: none"> • Unreliable market. • Non-mechanized production system. • Inadequate grading/ cold storage facilities. 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> • Good sales • Minimal produce rejection 	<ul style="list-style-type: none"> • Low profit margin due to competition • No inventory • May have a challenge with liquidity. 	0.0
Average Capacity and Performance Score/Index			0.09

Summary / Remarks on –Kimaeti Farmers CBO

This CBO is found in Bumula Sub County and has exhibited strong leadership success with an advantage of a strong donor support. It has a great potential to succeed due to the qualified and experienced board of management. It simply needs to be officially registered as a cooperative society to enable it to enjoy the advantages associated with cooperative societies such as periodical trainings, financial support from government and other related bodies. It has acquired most of the necessary statutory obligations, has qualified field officers that can assist in mobilizing many farmers to make it to be a more vibrant and a strong society in the region.

However, there is need to do capacity building in areas such as cooperative movements and registration. Other areas include financial literacy and management, resource mobilization skills, market networking and linkages, post-harvest handling. They also need to be assisted to acquire their own premise for easy and successful operations.

2.2.3 GREEN WARRIORS FARMERS FIELD SCHOOL

Background of cooperative

Location: Kabuchai Sub County, Bungoma County

Registered: 2013

Operational date: 31st October 2013

Members: Registered members then, 50, currently 50 (22M/28M), active 23 (by gender -male, women, youth)

Production: Peak, over 10,000 tons per day, low season 2500 tons. All produce sold to middle men or schools.

Share capital: Kshs. minimal

Turn-over: Over Kshs.2 00,000 per year

Other activities: maize and beans growing at individual level.

Staffing: There are no staff, but just group members

Strategic plan: There is no strategic plan in place.

Table 3: Assessment results for Green Warriors Farmers Field School.

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Has a written mission embedded in the constitution • Has a goal written. • Members understand the group's core values 	<ul style="list-style-type: none"> • Mission statement not displayed. • The manager has little education (Primary education) 	0.08

	<ul style="list-style-type: none"> Members participate in all decisions and no micromanagement. There are checks and balance in group activities. 		
Adaptive Capacity	<ul style="list-style-type: none"> Have adequate land for increased production. Have a green house. Hold regular meetings and keep records on performance kept. 	<ul style="list-style-type: none"> The organization has got no strategic plan in place, Little evaluation on performance done at the organization level. Lack of strong partners that can assist in terms of funding. The partnership is mainly with government departments but is not formalized. 	0.2
Management Capacity	<ul style="list-style-type: none"> Members carry out their activities democratically Decision are made by all members through meetings Has a bit of information flow system. 	<ul style="list-style-type: none"> Has got no human resource policy. The organization has got no staff. No clear set targets 	0.17
Operational Capacity	<ul style="list-style-type: none"> Organized communication process; key areas of communication on production and marketing. The group is legal-registered with social services. 	<ul style="list-style-type: none"> There are no staff but just farmer members. The organization has got no building facility but just carry out their activities at the farms. The system is not computerized, everything is done manually. 	0.0
Supply, Processing and Marketing	<ul style="list-style-type: none"> Availability of government services on diseases and pests control nearby (next to Plant clinic station nearby). Can access on farm training from government departments when necessary. 	<ul style="list-style-type: none"> No clear way on supply of inputs, members buy on their own. Small acreage under production (12.5 acres). Lack collection point and value addition facilities. Effects from pests and diseases such as bacterial wilt, Tuta absoluta and birds 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> Available market during low season. High sales 	<ul style="list-style-type: none"> Losses due to pests and diseases. Low profit during peak production due to completion. 	0.0
Average Capacity and Performance Score/Index			0.14

Summary / Remarks on – Green Warriors-Tomato Production.

This group is currently at the level of a common interest group (CIG) which has adopted the FFs extension model. Members are active and work as a team but is still far to reach the cooperative society level. But it has one major potential in terms of the area being suitable for tomato production and there are so many farmers doing the crop. If it's reorganized well can be able to mobilize farmers to form a strong society in the years to come.

Areas of capacity intervention include; development of strategic plans, establishment of collection centers and grading facilities, training on areas of cooperative movement and financial management, constitution of the board in preparation for registration as a cooperative society. There is also need for a thorough capacity needs assessment.

2.2.4 NAMUBILA TOMATO CBO

Background of cooperative

Location: Lwandanyi ward, Sirisia Sub County, Bungoma County
Registered: 2006
Operational date: May 2007
Membership: Registered members then, 600, currently 900 (400M/500F) active 500. Youths are about 10%

Production: Peak, over 400 tons per season, low season 3000 tons. All produce sold schools and middlemen.

Share capital: Kshs. 3000 (buying of Shares has been a problem)

Turn-over: KES 4 million

Other activities: Maize and beans, dairy goat keeping.

Staffing: No Staff only the group officials.

Strategic plan: Currently no strategic plan, they had one whose term ended.

Table 4: Assessment results for

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Has a board in place There is a bit of gender balance in the leadership. Roles are clearly spelt out. 	<ul style="list-style-type: none"> Members don't understand the mission and goal well. There is no strategic plan. No youths in the board Lack of accounting skills among some board members (Treasurer) 	0.17
Adaptive Capacity	<ul style="list-style-type: none"> Regular meetings. Some kind of collaboration efforts exist between the group and some institutions such as ADS, Government departments, CDF and VI Agro forestry. 	<ul style="list-style-type: none"> No strategic plan in place. Unorganized information system. No performance evaluation. 	0.8
Management Capacity	<ul style="list-style-type: none"> A constituted Board. 	<ul style="list-style-type: none"> No staff employed to work for the organization. Most officials only have the basic primary education except the chairman. There are aspects of micro management. No targets set and no evaluation process. Lack of proper documentation. No policies and reviews. No staff trainings. 	1
Operational Capacity	<ul style="list-style-type: none"> Has office structure and machines for tomato processing. Has reliable electricity supply. Has been registered with social services as a CBO. 	<ul style="list-style-type: none"> No information flow; only retrieved on need basis. No water supply, causing sanitation concerns. 	0.8
Supply, Processing and Marketing	<ul style="list-style-type: none"> Available land for production. 	<ul style="list-style-type: none"> The organization does not have her own extension personnel but relies on government and ADS staff. No organized input supply to members. No on farm training of members. Currently no collection of produce from members. The processing facilities are currently idle. 	0.82
Productivity and Financial Performance	<ul style="list-style-type: none"> No tangible liabilities, the group has assets worth 4.5 million 	<ul style="list-style-type: none"> No registered sales No significant shares of members 	0
Average Capacity and Performance Score/Index			0.72

Summary on –Namubila Tomato CBO-Tomato Production.

The group is generally weak in its operations and management and in other assessment criteria as can be noted from the evaluation tool. It requires a thorough re organization since it is just a farmer group which faces a lot of challenges. But it has some potential since it has assets worth 4.5 million which if farmers are mobilized properly to supply enough raw materials can be utilized adequately.

The areas that may require capacity interventions include, that may call for an intensive capacity needs assessment to come up with an effective action plan before being considered for registration as a cooperative group.

2.3 NANDI COUNTY ASSESSMENT REPORTS

2.3.1 OGILGEI FARMERS SELF HELP GROUP

Background of cooperative

Location: Chesumei Sub - County, Nandi County
 Registered: 9/5/2016
 Operational date: 2/4/2016
 Members: Initially 270 members Currently 20 (8 women and 12 men)
 Production: Peak 5000Kilos weekly current weekly average is 700 Kilos
 Share capital: KES 154,000 (KES 500 registration KES 200 monthly contributions)
 Turn over: Every farmer paid individually but plans are underway to channel payment through the group.
 Other Activities: Bee keeping.
 Staffing: No staff members
 Strategic plan: No strategic plan.

Assessment Results for Ogil Gei Self Help group

Capacity Area	Strengths	Weaknesses/ Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have a well-articulated mission and vision Meetings held monthly Member involvement is very high 	<ul style="list-style-type: none"> Board involved in day to day running of the organization. 	0.08
Adaptive Capacity	<ul style="list-style-type: none"> Have a good number of partners Lots of member involvement in decision making 	<ul style="list-style-type: none"> Have no strategic plan No proper record keeping and reporting systems 	0.4
Management Capacity	<ul style="list-style-type: none"> All members of the board double up as managers and seem to understand operations well 	<ul style="list-style-type: none"> No clear management or HR structure No proper financial reporting done Erratic budgeting 	0.33
Operational Capacity	<ul style="list-style-type: none"> Have a good crop collection center Members well communicated to 	<ul style="list-style-type: none"> Their systems are mostly manual Little operational procedures if any 	0.2
Supply Processing and marketing	<ul style="list-style-type: none"> Few but very active members Have a crop sorting shed 	<ul style="list-style-type: none"> Need a cold storage facility Need better quality testing methods Need better crop handling equipment More extension services required. Heavy attacks by diseases leading to massive Losses. 	0.64
Productivity and Financial Performance	<ul style="list-style-type: none"> All farmers are paid on time Little product rejection Good profits for individual farmers 		0
Average Capacity and performance index			0.33

Summary on Ogilgei Farmers Self Help Group

The Ogil gei self-help group was established in the year 2016 by a few members who felt disgruntled by the management of the larger Mosoriot Cooperative society. The group is made up of 20 active members who still plant

passion fruits. However, since the woodiness virus outbreak in Nandi and Uasin Gishu regions, they decided to diversify in a bid to spread their risks. This has seen them invest heavily in bee keeping as an alternative activity.

They have a functional crop sorting and collection center build jointly with USAID. During our interaction with them, we observed a group truly committed to their course and one willing to learn. They need capacity building in governance and management structures as well as help in streamlining and automating their operations. They seem focused and a good bet for investment

2.3.2 LESSOS HORTICULTURAL FARMERS' ASSOCIATION (LHOGRASS)

Background of cooperative

Location: Nandi Hills Sub - County, Nandi County
 Registered: 3/07/ 2008
 Operational date: 03 JULY 2008
 Members: Initially 700 members Currently 374; (60% Male, 40% Female)
 Production: Peak 15T weekly, currently 1T weekly (Passion)
 Peak 2.5T weekly currently, target peak 70T weekly (French beans)
 Share capital: KES 1.2 Million
 Turn over: KES 1,000,000 weekly paid directly to farmers
 Other Activities: None
 Staffing: 5 members (clerks seconded from Meru Greens), Manager and seedbed attendant voluntary
 Strategic plan: 2010-2015

Assessment Results for LHOGRASS

Capacity Area	Strengths	Weaknesses/ Challenges	Capacity
Leadership	<ul style="list-style-type: none"> Have a well-articulated mission and vision Very well constituted board Sub committees existent 	<ul style="list-style-type: none"> Irregular meetings 	0.33
Adaptive Capacity	<ul style="list-style-type: none"> Have a good number of partners A good strategic plan in need of updating Good records 	<ul style="list-style-type: none"> Limited member involvement 	0.2
Management Capacity	<ul style="list-style-type: none"> Albeit being a volunteer, the manager is capable. Have well trained clerks seconded by their buying partner Good financial reports though not up to date 	<ul style="list-style-type: none"> Need more staff to jumpstart operations Weak budgeting 	0.25
Operational Capacity	<ul style="list-style-type: none"> Have a good crop collection center Members well communicated to Have a bit of computerized systems They have a cold room donated by SNV and run by Meru greens 	<ul style="list-style-type: none"> Need to get their office complex constructed. 	0.2
Supply Processing and marketing	<ul style="list-style-type: none"> Quite a robust number of active members Have a crop sorting shed Have a cold storage facility 	<ul style="list-style-type: none"> More extension services required. Heavy attacks by diseases leading to massive Losses in passion fruit farming 	0.45
Productivity and Financial Performance	<ul style="list-style-type: none"> All farmers are paid on time Little product rejection Good profits for individual farmers 	<ul style="list-style-type: none"> Produce losses due to diseases (passion) 	0.00
Average Capacity and performance index			0.29

Summary

The Lessos horticultural farmers' association was established in the year 2008 with a focus on the growing and selling of passion fruits. This went on well until 2015 when the woodiness virus attacked and almost made the 700-member strong association collapse. During their peak, the association produced and sold up to 15Tonnes a week. Those glory years were characterized by strong management structures, which still exist today.

The members saved and bought 0.7 Acres of land in Lolduga center where they had plans to construct stores, crop handling center as well as administrative offices. The plans are still in place but halted till operations return to normal. The entry of Meru greens limited to Nandi County has given fresh hope to the farmers who are now growing and selling French beans in plenty. They hope to gradually increase their capacity to 70Tonnes per week and convince the company to construct a processing facility in the county. So far, they have benefitted from a cold storage facility donated by Meru greens and SNV. The cooperative is still active despite the very rough times that they've been through and should they get the required help and capacity building they will easily get back on track.

2.3.3 NANDI POTATO GROWERS' FARMERS COOPERATIVE SOCIETY

Background of cooperative

Location: Emgwen Sub - County, Nandi County
 Registered: 04/08/2018
 Operational date: 04/04/2012
 Members: Initially 241 members Currently 700; (431 Male, 31 Female)
 Production: Peak 20 Tons per ha, currently 15 tones (potato)
 Share capital:
 Turn over: 400,000 per week paid directly to farmers
 Other Activities: None
 Staffing: 1 member (manager), Management double up as staff
 Strategic plan: NONE

Assessment Results for Nandi County Farmer's Cooperative Society

Capacity Area	Strengths	Weaknesses/ Challenges	Capacity
Leadership	<ul style="list-style-type: none"> Have a clearly articulated mission and vision Very well constituted board Sub committees existent Roles clearly specified and discharged 	<ul style="list-style-type: none"> Youth and women not well represented 	0.00
Adaptive Capacity	<ul style="list-style-type: none"> Have a good number of partners Have a well-developed business plan Good records Have partners e.g. CGN, KEPHIS, The cooperative conducts farmer trainings 	<ul style="list-style-type: none"> Limited member involvement A good strategic plan in need of updating 	0.4
Management Capacity	<ul style="list-style-type: none"> Have experienced board and a qualified manager Good financial reports up to date 	<ul style="list-style-type: none"> Need more staff for operations Weak budgeting 	0.17
Operational Capacity	<ul style="list-style-type: none"> Members well communicated to 	<ul style="list-style-type: none"> Need to get their office complex constructed. Have a good crop collection center 	0.6

		<ul style="list-style-type: none"> • Have a bit of computerized systems • Need to have a cold room 	
Supply Processing and marketing	<ul style="list-style-type: none"> • Quite a robust number of active members • have already adopted some testing facilities • they have a shed for sorting and grading 	<ul style="list-style-type: none"> • More extension services required. • need for a cold room • challenges for value addition 	0.64
Productivity and Financial Performance	<ul style="list-style-type: none"> • All farmers are paid on time • high sales turnover • Good profits for individual farmers 	<ul style="list-style-type: none"> • delay in delivery of seedlings 	0.00
Average Capacity and performance index			0.36

Summary of Nandi Farmers' Cooperative

The Nandi County Farmer's Cooperative Society being a young growing Cooperative Society it is composed of 241 fully registered members and another 400 aspiring members willing to join and be part of the cooperative society.

With farmers in Nandi County having limited access to available/enough clean certified Potato seeds, the cooperative has since from 2016 been thirsty of getting clean certified potato seeds for them. The cooperative has engaged in seed multiplication exercise and a number of farmers have so far benefited from the cooperative society where Farmers meet their support from the cooperative, through provision of market from the produce realized/harvested, and this hence boosts the household's income.

With the mission, vision and goals set up by the cooperative, more farmers are going to gain more and higher with teamwork spirit they have.

2.3.4 KAPTUMO HORTICULTURAL GROWERS' ASSOCIATION

Background of cooperative

Location: Aldai Sub - County, Nandi County
Registered: 03/07/ 2008
Operational date: 04/04/2012
Members: Initially 42 members Currently 103; (72 Male, 31 Female)
Production: Peak 20 Tones a week, currently not producing (Passion)
Share capital: N/A
Turn over: 400,000 per week paid directly to farmers
Other Activities: None
Staffing: 1 member (clerks), Management double up as staff
Strategic plan: NONE

Assessment Results for Kaptumo Horticultural Growers' Association

Capacity Area	Strengths	Weaknesses/ Challenges	Capacity
Leadership	<ul style="list-style-type: none"> • Have a mission and vision • Very well constituted board • Sub committees existent 	<ul style="list-style-type: none"> • Irregular meetings • mission needs to be communicated widely to members 	0.33
Adaptive Capacity	<ul style="list-style-type: none"> • Have a good number of partners • Good records 	<ul style="list-style-type: none"> • Limited member involvement • A good strategic plan in need of updating 	0.20

	<ul style="list-style-type: none"> • Have partners e.g. TechnoServe, equity bank 		
Management Capacity	<ul style="list-style-type: none"> • have well trained clerks • Good financial reports up to date 	<ul style="list-style-type: none"> • Need more staff for operations • Weak budgeting • 	0.25
Operational Capacity	<ul style="list-style-type: none"> • Members well communicated to 	<ul style="list-style-type: none"> • Need to get their office complex constructed. • Have a good crop collection center • Have a bit of computerized systems • need to have a cold room 	0.2
Supply Processing and marketing	<ul style="list-style-type: none"> • Quite a robust number of active members • have already adopted some testing facilities • they have a shed for sorting 	<ul style="list-style-type: none"> • More extension services required. • Heavy attacks by diseases leading to massive Losses in passion fruit farming • need for a cold room 	0.45
Productivity and Financial Performance	<ul style="list-style-type: none"> • All farmers are paid on time • high sales turnover • Good profits for individual farmers 	<ul style="list-style-type: none"> • Produce losses due to diseases (passion) 	0.00
Average Capacity and performance index			0.29

Summary of Kaptumo Horticultural Farmers Association

The Kaptumo horticultural farmers' association was established in the year 2011 and registered in 2012 with a focus on the growing and selling of passion fruits. This went on well until 2015-2016 when the woodiness virus attacked and almost made the 103-member strong association collapse. During their peak, the association produced and sold up to 340 Tons per year. The years were characterized by strong management structures which still exist today.

Some members abandon the practice for the fear of diseases, the management reported to have lost 150000 shillings in seed production. The plans are still in place but halted till operations return to normal. The cooperative is still active despite the very rough times that they've been through and should they get the required help and capacity building they will easily get back on track.

2.4 NAROK COUNTY REPORTS

2.4.1 MAU FARMERS INITIATIVE COMMUNITY BASED ORGANIZATION

Background of the Organization

Location: Cow Forty area, Narok North Sub-county, Narok County

Registered: 7th May 2015

Operational date: 7th May 2015

Members: Registered members then, 100, currently 50, active 35 (by gender -male, women, youth)

Production: Farmers were initially engaged in production of Snow peas, Sugar snap and passion fruits and most produce were sold by farmers directly to COLRHUT which is a Belgium based organization. Though some farmers still produce these crops, COLRHUT has managed to influence MAU Farmers Initiative to engage in Irish potato production.

Target: This CBO is currently targeting Irish Potato production and all its members are growing Irish potatoes which are yet to be harvested. Already some farmers have ready to harvest potatoes but none has been marketed.

Share capital: None
 Other activities: The office they built which was funded by COLRHUT was recently demolished because it was on a road reserve.
 Other assets: Grading house, tap water
 Staffing: CBO is still run by the committee members.
 Strategic plan: No written strategy, 2019 was discussed as the year to source input together, target export market, reduce post-harvest losses by 80%.

Table 2: Assessment results for Mau Farmers Initiative Community Based Organization

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have strong values and shared beliefs Women and youth well represented Experienced board members with comprehensive skills Moderate board involvement and support Roles clearly specified and discharged A robust member mobilization 	<ul style="list-style-type: none"> Have varied mission and vision, not written down. Unclear goals without specific priorities Lacks coherence strategy No election has been held since members feel the current committee is effective Below average analytical and strategic thinking ability Leadership lacks financial reporting skills 	0.17
Adaptive Capacity	<ul style="list-style-type: none"> Have strong network of partners e.g COLRHUT, WAMU investments, TULA holdings, County and National government Involve members in decision making activities conduct special meetings three times a month, report good attendance Have formalized Partnerships and currently ongoing sourcing market for potato Have members' training and information sharing platforms normally conducted by partners. 	<ul style="list-style-type: none"> Do not have a well-developed strategic plan, though simple unwritten one Weak in performance measurement and monitoring Limited focus on evaluation and organizational learning; lack of information system 	0.6
Management Capacity	<ul style="list-style-type: none"> Managed by committee members who have wide range of skills as one was a director in Mara conservancy, another is a teacher and chairman of flowers/fruits association Transparent and well-structured decision-making processes with broad participation Well designed and user-friendly information management system. 	<ul style="list-style-type: none"> Do not have staff, all coordination done by committee members No financial statements and financial management skills Limited and adhoc financial planning and budgeting Non-robust recruitment, development and retention of managers Lack of HR system and policy No performance evaluation of the staff 	0.75
Operational Capacity	<ul style="list-style-type: none"> Have well-computerized systems Have strong asset base Adequate access to power supply High legal status 	<ul style="list-style-type: none"> Insufficient capacity in information management, do not have computerized systems Lack of documented operational procedures 	0.6

		<ul style="list-style-type: none"> Inadequate member communication strategy- need to be reached most of the members 	
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection Established a input store for farmers Have a shed for produce sorting and grading Have already adopted some testing facilities 	<ul style="list-style-type: none"> Low produce intake during dry periods Stiff competition from hawkers Very limited extension service offered to members Inadequate skills or support in crop protection and conservation Inadequate produce grading at some produce collection centers Challenges with value addition Inadequate cold storage facilities 	0.36
Productivity and Financial Performance	<ul style="list-style-type: none"> Good farmer payment rates Members currently diversify but through consultative meetings, CBO members have settled on production of Irish potato Conduct 6 months timely financial reporting 	<ul style="list-style-type: none"> Farmers sell directly to buyers still no bulk bargaining prices Farmers complain of higher rejection rate which translates to lower profit margin especially on fruits 	0
Average Capacity and Performance Score/Index			0.5

Summary of Mau Farmers Initiative Community Based Organization

Mau Farmers Initiative Community Based Organization was initially dealing with the following horticultural crops; Snow peas, Sugar snap and Passion fruits. Currently it has been targeting Irish potato production and majority of its members are now growing Irish potato though they have not yet marketed and already some farmers have ready to harvest potatoes.

The CBO has linked farmers to buyers through contract and no deduction on farmers produce is done by the CBO as farmers sell directly to Buyers. The main buyer which also contracted members' passion fruit farmers is COLRHUT which is a Belgium based organization. Rejected produce is sold by farmers to other local buyers who are other traders and consumers. The CBO plays a major role in linking farmers to these buyers and can as well inquire and negotiate about payments in case of delays or for better prices. CBO also helps in dissemination of information to members and several partners which include WAMU Investments, TULA holdings, County government of Narok as well as the government of Kenya through relevant ministries.

Mau Farmers Initiative CBO have certification from Global GAP (certification on good agricultural practices) as their members adhere to the required crop production procedures. Funding is channeled through WAMU investment and they are also partnering with TULA holdings which gives CBO members input loans which are majorly fertilizers and chemicals. The CBO initially had a well-established office which was recently demolished by Kenya Highway Authority because it was erected on a road reserve. But it is still operating with important assets like store, piped water, simple waste/chemical disposal unit. The committee keeps records but currently have no proper financial statements and no annual budget. Already structures are being put in place to ensure collective selling and small percentage be deducted from members produce to facilitate proper management of the CBO like employing management staff, sourcing of input together and to concentrate only on Irish potato production and marketing.

2.4.2 MOSIRO INTERNATIONAL COMMUNITY BASED ORGANIZATION

Background of Mosiro International Community Based Organization

Location: Narok East Sub County, Narok County
Registered: September 23rd, 2006
Operational date: August 2008
Members: Registered members then, 16, currently 32, active 32 (by gender -male, women, youth)
Production: Produce sold by individual farmers to local market, no contract
Other activities: Grading shade, stores, use irrigation facilities
Staffing: No permanent staff but could hire labour
Strategic plan: Have action plan (yearly updated)

Table 2: Assessment results Mosiro International Community Based Organization

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Strong and articulated mission and vision statement • Clear, specific and achievable organization goals and objectives • Clear, coherent and actionable strategy overarching • Moderately strong values and shared beliefs • Experienced board of management • Effective managerial organizational leadership • Sound financial judgment by managers • Moderate ability to motivate and mobilize members 	<ul style="list-style-type: none"> • Low diversity in committee membership • Irregular review of managers performance • Poor monitoring of potential areas of conflict of interest in the committee • Low board involvement and support • Below average analytical and strategic thinking ability 	0.08
Adaptive Capacity	<ul style="list-style-type: none"> • Strong in performance measurement and monitoring • Effective in internal and external benchmarking 	<ul style="list-style-type: none"> • Insufficient strategic planning at high levels • Limited focus on evaluation and organizational learning; lack of information system • No partnerships and alliances with other organizations • Partnerships not formalized • Limited member involvement 	0.2
Management Capacity	<ul style="list-style-type: none"> • Adequate support of internal resource mobilization • Concrete and realistic internal operational plan • Well-designed organizational processes • Transparent and well-structured decision-making processes with broad participation • Well designed and user-friendly information management system. 	<ul style="list-style-type: none"> • Limited and adhoc financial planning and budgeting • Inconsistent documentation and reporting of financial operations • Non-robust recruitment, development and retention of managers • No performance evaluation of the staff. 	0.25
Operational Capacity	<ul style="list-style-type: none"> • Well-tailored and flexible physical infrastructure • Intact communication plan and strategy • High legal status 	<ul style="list-style-type: none"> • Low staffing levels and high turn over • Lack of automated management systems 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Active in assisting farmers to access preventive crop protection services • More than 75% of members using mechanization • High number of farmers receive on farm training in produce hygiene • Adequate provision of PCC services • Adequate infrastructure • Assist members in crop development and conservation practices 	<ul style="list-style-type: none"> • Underutilization of installed storage capacity • Noninvolvement in value addition • Limited extension services to members • Relatively low crop acreage under tomatoes and capsicum. 	0.18
Productivity and Financial Performance	<ul style="list-style-type: none"> • Ability to sufficiently high sales turnover by CBO and individual members 	<ul style="list-style-type: none"> • Low profit margins • Reports considerable produce losses during transportation to market centers 	0.00
Average Capacity and Performance Score/Index			0.22

Summary of Mosiro International Community Based Organization

This organization was registered in 2006 but members opted to horticultural crops in August 2008. It was started as a goat keeping organization before moving to horticulture specializing in tomato growing. Currently its members concentrate in Tomatoes as a major crop and also grow Capsicum these are done under irrigation. All their produce are sold to the local market which among them include traders, consumers, brokers among others as there is no existing contract at the moment. Mosiro have some of the required assets which include grading shade, store, office which was freely given to them by Mosiro Irrigation scheme. Farmers have different production systems as some farmers use open field method while others use their own greenhouses. Mosiro as a CBO initially had a well-established greenhouse system which was destroyed by flood in May 2018.

Mosiro CBO has a strong and articulated mission and vision statement known by most members with clear, specific and achievable goals and objectives. Some of their committee members are experienced in management field so they employ effective managerial organizational leadership with considerable financial judgment. The organization have clear, coherent and actionable overarching strategy and strong in performance measurement and monitoring. It has well-tailored and flexible physical infrastructure, and more than three-quarters of their members use mechanization and intensification practices. Member farmers always receive trainings on crop development and conservation practices as well as on-farm training in produce hygiene.

2.4.3 MULOT HORTICULTURE COOPERATIVE SOCIETY

Background of cooperative

Location:	Ilmotiok Ward, Mulot. Narok West Sub-County, Narok County
Registered:	24 th June 2014
Operational date:	24 th June 2014
Members:	Registered members then, 249, currently 300, active 100 (by gender -male, women, youth)
Production:	Produce sold to Songoroi Company directly by farmers
Share capital:	Not accessible
Other activities:	Input stores, machine hire, transport.
Staffing:	None, work done by committee members
Strategic plan:	Yet to prepare

Table 2: Assessment results for Mulot Horticulture Cooperative Society

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Moderately strong values and shared beliefs Roles clearly specified and discharged AGMs and elections held regularly 	<ul style="list-style-type: none"> Have low board composition. Board still lack a wide range of skills and women and youth not well represented. Low member mobilization Irregular review of managers performance Poor monitoring of potential areas of conflict of interest in the board Low board involvement and support Below average analytical and strategic thinking ability 	0.42
Adaptive Capacity	<ul style="list-style-type: none"> Strong partnership and alliances. 	<ul style="list-style-type: none"> Lack of well-developed strategic plan Weak in performance measurement and monitoring Limited focus on evaluation and organizational learning; lack of information system Limited member involvement- mainly during the AGM and SGMs 	0.8
Management Capacity	<ul style="list-style-type: none"> Have an experienced board in cooperative management Financial reports regularly audited and presented to members Fairly well-established decision-making process 	<ul style="list-style-type: none"> Do not have staff, all coordination done by committee members Limited financial planning and budgeting Lack of HR system and policy No performance evaluation of the staff Budget constraints – budgeting development activities. 	0.58

		<ul style="list-style-type: none"> No concrete and realistic operational plan Relatively low information management system. 	
Operational Capacity	<ul style="list-style-type: none"> Consistent and well-coordinated communication plan and strategy Averagely good legal status 	<ul style="list-style-type: none"> Insufficient capacity in information management-lack of computerization Lack of documented operational procedures Inadequate member communication strategy- need to be reached most of the members 	0.6
Supply, Processing and Marketing	<ul style="list-style-type: none"> Active in input market linkages High acreage of land under avocado High number of farmers receive on farm training in produce hygiene Moderately high provision of extension services Effective and efficient in PCC activities Have a wide membership base for produce collection Have a shed for produce sorting and grading 	<ul style="list-style-type: none"> Low produce intake during dry periods Stiff competition from hawkers Very limited extension service offered to members Inadequate skills or support in crop protection and conservation Challenges with value addition Inadequate cold storage facilities 	0.45
Productivity and Financial Performance	<ul style="list-style-type: none"> High sales turnover 	<ul style="list-style-type: none"> Low profit margin Produce losses due to rejection 	0
Average Capacity and Performance Score/Index			0.57

Summary of Mulot Horticulture Cooperative Society

This cooperative society was formed in the year 2014 by avocado farmers. They specialize in Grafted Avocado Hass Variety. Current board was formed on September 24th, 2018 took over from the previous board members who apparently have refused to hand over the office. Even on October 23rd, 2018 the day when this interview was conducted, handing over by former board members was scheduled to take place, several society members were present, new board members and other government officials including Deputy Sub-county Commissioner were present, but the former did not show up. These delayed our interview which was conducted and attended by all new board members who could not access most records including financial statements. The cooperative operates in a rented office which is currently padlocked.

The society manages its members by clustering at ward level and then group ten farmers which is headed by a lead farmer known by the name ILMOTIOOK. One Ilmotiok in every ten farmers and they are used in disseminating information. In entire ward, members have different land sizes. In every financial year, series of meetings are scheduled to take place. Two times board members meeting with lead farmers, three times board meetings and annual general meeting (AGM) where board members, lead farmers as well as all farmers meet and discuss.

The society managed to contract Songoroi for buying avocado from its members. Songoroi through lead farmers ensure that good agricultural practices are adhered to by farmers. Songoroi's aim is to ensure that farmers strictly practice organic farming and should not use fertilizer and chemicals in fruit production. Some farmers complain that most of their produce are rejected due to infestations which could be prevented if only they could be allowed to use chemical treatment. The society does not do not have a store or cold storage as Songoroi buy directly from farmers. Farmers don't use their own labour during harvest as Songoroi provide for this. Songoroi keep records of the quantity and amount bought from each farmer as they pay them amount ranging from KES. 10 to KES. 18 per kilogram while remitting KES. 3 per kilogram to Mulot Horticulture Cooperative Society. Through contract Songoroi also provide seedlings in bulk to farmers which they claim they purchase at a higher price.

2.4.4 NAMUNYAK HORTICULTURE COOPERATIVE SOCIETY LIMITED

Background of cooperative

Location: Enaibelbel Location, Narok North Sub County, Narok County
 Registered: 28th July 2017
 Operational date: 28th July 2017
 Members: Registered members then, 49, currently 49, very active 23 (by gender -male, women, youth)
 Production: Expected harvest time is February 2019
 Share capital: None at the moment
 Other activities: Inadequate facilities.
 Staffing: None
 Strategic plan: No strategic plan

Table 2: Assessment results for Namunyak Horticulture cooperative

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have strong values and shared beliefs Very active board involvement and support Chairman has relevant experience in cooperative management Roles clearly specified and discharged A robust member mobilization 	<ul style="list-style-type: none"> Have unclear and unwritten mission Unclear goals without specific priorities Lacks coherence strategy Low diversity in board membership Below average analytical and strategic thinking ability Leadership lacks financial reporting skills 	0.25
Adaptive Capacity	<ul style="list-style-type: none"> Still new in industry but progressively building strong networks with partners 	<ul style="list-style-type: none"> No strategic plan Partnerships not yet formalized Limited focus on evaluation and organizational learning; lack of information system Limited member involvement, the cooperative mostly conduct impromptu meetings 	0.6
Management Capacity	<ul style="list-style-type: none"> Committed committee members who work voluntarily as the cooperative is in its initial stages, no produce, no sales at the moment 	<ul style="list-style-type: none"> Do not have staff, all coordination done by committee members No financial statements and financial management skills Limited financial planning and budgeting Lack of HR system and policy No performance evaluation of the staff Budget constraints – budgeting development activities. No concrete and realistic operational plan Unplanned decision-making processes with narrow participation. Relatively low information management system. 	0.75
Operational Capacity	<ul style="list-style-type: none"> High legal status 	<ul style="list-style-type: none"> Inadequate infrastructural facilities Low staffing levels Lack of automated management systems Insufficient capacity in information management-lack of computerization Lack of documented operational procedures Inadequate member communication strategy- need to be reached most of the members 	0.8

Supply, Processing and Marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection • Suitable extension services offered to members • Adequate provision of input supplies to members • Reasonable acreage under crop expected to give cooperative high turnover 	<ul style="list-style-type: none"> • Inadequate skills or support in crop protection and conservation • Inadequate cold storage facilities • Low farm mechanization • No on-farm training conducted on crop development and produce hygiene 	0.64
Productivity and Financial Performance	<ul style="list-style-type: none"> • High turnover expected 	<ul style="list-style-type: none"> • Not yet harvested operates under debts 	0..00
Average Capacity and Performance Score/Index			0.61

Summary of Namunyak Horticulture Cooperative Society

Namunyak Horticulture Cooperative Society was formed in 2017. A farmer becomes a member by paying registration fee. Source seedlings as a cooperative. Purchasing contractual agreement is in the process of being signed with Songoroi Company as a major partner. The society is expected to have its first fruit production and supply next year 2019.

Namunyak have strong and committed board members with strong values and shared beliefs. The cooperative is run with clearly specified roles which are fully discharged. The cooperative has a chairperson who has relevant experience in cooperative management. It has very active board involvement and support and a robust member involvement. The cooperative was dully registered on July 28th, 2017 under the Kenya Cooperative Societies Act Cap 490, Section 6(3). The cooperative is endowed with a wide membership base for produce collection with reasonable acreage under crop which is expected to give cooperative high turnover

2.5 KIAMBU COUNTY REPORTS

2.5.1 GATUNDU NORTH AGRIBUSINESS COOPERATIVE SOCIETY

Background of cooperative

Location	Gatundu North Sub County, Kiambu County
Registered	June 2014
Operational	June 2014
Members	Registered members then, 90(45m, 45f), currently 12 (5f, 7m), active 12 (5f, 7m)
Production	Peak, over 80kgs/ month (sunny season), low season 40kgs /month (
Share capital	nil
Turn over	nil
Other activities	No store, no machine, no transport.
Staffing	none
Strategic plan	Not written.

Table 2: Assessment results for Gatundu North Agribusiness Cooperative

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have a clear vision and mission known by members Goal is clear and bold Have shared beliefs and values and all gender are represented 	<ul style="list-style-type: none"> The goal is lacking timeframe. Currently no meetings are held hence group is dormant. No financial reporting and roles not being discharged. 	0.08
Adaptive Capacity	<ul style="list-style-type: none"> Have documented information on monitoring and evaluation. Have collaboration with KALRO Thika 	<ul style="list-style-type: none"> Strategic plan is lacking. Have no information systems put in place. 	0.4
Management Capacity	<ul style="list-style-type: none"> Track record of learning and development of members. 	<ul style="list-style-type: none"> Performance targets not documented. No financial planning and general budget drawn not annual. No auditing is done. Have not accessed financial services Have no operational plans. 	0.17
Operational Capacity	<ul style="list-style-type: none"> Critical positions adequately staffed. Efficient communication plan-through phones. Have a registration certificate as a cooperative. 	<ul style="list-style-type: none"> No use of computers or tracking systems for members. Have no office space 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Processing and marketing value added products. Adequately empowered on processing procedures. 	<ul style="list-style-type: none"> Limited extension services offered to members No input supplies provision by coop Low product production No mechanization for most members. No cold storage facility. 	0.56
Productivity and Financial Performance		<ul style="list-style-type: none"> Cooperative is dormant 	0
Average Capacity and Performance Score/Index			0.32

Summary of Gatundu Agribusiness Cooperative Society

Gatundu Agribusiness Cooperative Society is located in Mangu Ward, Gatundu North Sub County of Kiambu County. The cooperative registered in June 2014 and started operating in the same year. It started with a membership of

90(45m, 45f) but currently there are 12(5f, 7m) members who are all active. The main objective of the of the group is processing of bananas to various products such as banana flour,crisps and chips. The cooperative is legally registered as a cooperative but facing various challenges on leadership and operational procedures. The members claim that the cooperative became inactive due to lack of raw bananas for processing- unable to compete with other traders offering a better price. The cooperative has no share capital, a written strategic plan or computer for capturing records or data.

2.5.2 KABUNGE COMMERCIAL VILLAGE SELF HELP GROUP

Background of Self-Help Group

Location	Lari Sub County, Kiambu County
Registered	2015
Operational	2015
Members	Registered members then,83(20m,63f), currently33(23f,10m), active25(17f,8m)
Production	Peak, over 1-ton bunches/day, low season 150kgs bunches/day
Share capital	nil
Turn over	nil
Other activities	no store, no machine, buyer cater for own transport
Staffing	nil
Strategic plan	none

Table 2: Assessment results for Kabunge commercial village SHG

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have a written mission and vision Goals written in the constitution Official are well represented in terms of gender and skills Roles are clearly stated and discharged as chairman acts as the manager Hold their meetings regularly which are well attended Have common basic beliefs and values, hence cohesive as they are guided by by-laws 	<ul style="list-style-type: none"> Strategic plan not written Have no balance sheets, budgets but only records for farmers' payments and bank withdrawal statements. 	0.17
Adaptive Capacity	<ul style="list-style-type: none"> Have networks with relevant entities-farm concern Intl, Equity Members have training and information sharing. 	<ul style="list-style-type: none"> Recorded data on sales not analyzed to improve program Limited measurement and tracking of performance and progress. 	0.6
Management Capacity	<ul style="list-style-type: none"> Limited dependence on manager as group can continue without him. Financial activities consistently documented and reported. 	<ul style="list-style-type: none"> Limited financial planning and performance to budget not monitored. Targets are non-existent for the shared goals. Limited internal resource mobilization and operational plan not documented. 	0.25
Operational Capacity	<ul style="list-style-type: none"> Critical positions in the group adequately filled, turn over limited, meeting attendance is good Communication to members is consistent and coordinated. The group is registered as a SHG and has a certificate. 	<ul style="list-style-type: none"> No use of computers for farmers' records. Improvement required to make physical infrastructures more effective and efficient. 	0.2

Supply, Processing and marketing	<ul style="list-style-type: none"> Group provided with extension services Group provide inputs supplies to members efficiently. Group develops members' crops and assist in conservation measures. Members educated on preventive crop protection services. Members received on farm training in produce hygiene. Have a produce collection Centre and use size grading. 	<ul style="list-style-type: none"> Low use of mechanization Few farmers sell their produce as a group Have no cold storage facility, Group does not process or value add produce (indiginous/local vegetables) 	0.45
Productivity and financial performance	<ul style="list-style-type: none"> High quality of members produces All produce for market is sold out 	<ul style="list-style-type: none"> No audited accounts. Limited understanding of basic financial concepts. 	0
Average Capacity and Performance Score/Index			0.33

Summary of Kabunge Commercial village SHG

Kabunge commercial village SHG is located in Kirenga ward, Lari Sub County of Kiambu County. The group was registered in 2015 and started operations in the same year. The initial registered members were 83(63F, 20M), but currently they are 33(23f, 10m) with 25 active members. The group produces indigenous vegetables and sells together to supermarket with the assistance of Farm concern Internationals.

One of the members is trained on quality assurance/checking and as the marketing officer and hence checks on quality of produce on farm before delivering to the collection Centre. This ensures that all produce that is size graded is sold out.

2.5.3 ZURI BLOOMS FARMERS COOPERATIVE SOCIETY LIMITED

Background of cooperative

Location:	Limuru Sub County, Kiambu County
Registered:	07/10/2016
Operational date1:	997(Kibera SHG), as Cooperative-8/03/2017
Members:	1997(42-26f, 16m) Currently (67F, 19M), Active 37(18M, 19F)-those marketing with cooperative, others marketing individually.
Production:	Peak (Dec-Mar) over 600Kg/week, low season (Mar-Oct) 2.5 kg/week Total sold 13,333 tons to – company
Share capital:	KES 240,000
Turn over:	5.1 million (2 nd Dec-26 th May2018)
Other activities:	Transport
Staffing:	0 permanent, 8 casuals per week
Strategic plan:	In the process of developing one.

Table 2: Assessment results for Zuri Blooms Farmers Cooperatives Society Limited.

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> All genders are well represented in the official with a wide range of professionals. The management committee, chairman (acting manager) are experienced in running cooperative 	<ul style="list-style-type: none"> Mission need to be clearly stated and communicated to members Strategic plan needs to be documented and communicated to members 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have strong, high impact relationships with relevant entities e.g. FPEAK, Flora Holland 	<ul style="list-style-type: none"> No strategic plan. Performance needs to be measured and utilized. 	0

	<ul style="list-style-type: none"> • Hold meetings regularly and members trained on GAPs, marketing, safe use of chemicals. • AGM held regularly and are well attended. 		
Management Capacity	<ul style="list-style-type: none"> • Management committee trained on relevant areas. • Have an experienced manager • Have a detailed operational manual • Access financial services, farmers' payment systems in place. • Adequate internal controls of financial operations. • Members' records are properly filed. • Casual recruited and trained by management committee. 	<ul style="list-style-type: none"> • Financial plans need to be updated and used to guide financial activities. 	0
Operational Capacity	<ul style="list-style-type: none"> • Critical positions are adequately staffed, and turnover is limited. • Have a computer and database back up. • Consistent and coordinated communication to members. • Legally registered as a cooperative 	<ul style="list-style-type: none"> • No building and office space. 	0.2
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Have an extension officer from department of agriculture. • Members trained on produce hygiene and protection. • Minor problems at produce collection Centre-size grading done by skilled casuals. 	<ul style="list-style-type: none"> • Have no cold storage facility or installed storage capacity 	0.18
Productivity and Financial Performance	<ul style="list-style-type: none"> • High quality of members produce • All produce for market is sold out • Good farmer payment rates. 		0
Average Capacity and performance score/index.			0.08

Summary of Zuri Blooms Farmers' Cooperative Society Limited.

Zuri Blooms Farmers' Cooperative Society Limited is located in Bibirioni Ward, Limuru Sub County of Kiambu County. The cooperative started in 1997 as a self-help group (Kibera SHG) but started operating as a cooperative on 8th March 2017. Currently there are 120 members (53m, 67f) who are growing the arabicum cut flowers. Those marketing through the cooperative are 30 members (18m, 19f). The peak season is between Dec-March where the cooperative market over 600kgs/week. They have a turnover of 5.1 millions from 2nd Dec to 26th May 2017. Other activity jointly performed is transport.

The cooperative employ 8 casuals per week and their collection centre is at HCD Limuru. They are in the process of developing a strategic plan and the board is composed of 7 members (3f, 4m) who meet quarterly, have a wide range of professionals. The cooperative partners with relevant entities such as Flora Holland, FPEAK and Osho chemicals and have been trained on marketing and safe use of chemicals.

Annual general meetings are held and are well attended as members are updated of progress and participate in decision making. The cooperative is legally registered and board members perform

2.5.4 KARIKO UNITY GROUP

Background of group

Location Lari sub county, Kiambu county
Registered 1st Jan 2011
Operational date 17th July 2008
Members Registered members then 12M, currently 100 (11F, 89M), active 80 (8F, 72M)

Production (Irish Potatoes) market individually
 Share capital 6.2 million
 Turn over 1.1 million
 Other activities input store, tents for hire
 Staffing shop attendant, 8 casuals per season
 Strategic plan not documented but have ideas.

Table 2: Assessment results for Kariko Unity Group

Capacity Area	Strengths	Weaknesses/challenges	Capacity score
leadership	<ul style="list-style-type: none"> Have common set of beliefs and values aligned with organizational purpose. All gender groups are included in the board and meet regularly. Roles are well understood, internal audit done. Chairman has relevant experience Meetings held regularly and are well attended. 	<ul style="list-style-type: none"> Mission need to be written and communicated to members Goal need to be written and indicate timeframe. 	0
Adaptive capacity	<ul style="list-style-type: none"> Partner with relevant entities e.g. Tai Sacco, MoA, chemical companies AGM held, and members are engaged in deliberations. 	<ul style="list-style-type: none"> No strategic plan therefore not able to evaluate progress. 	0
Management capacity	<ul style="list-style-type: none"> Limited dependence on manager Internal resource mobilization exist-credit facility for members. Members involved in decision making Managers elected after 3 years. 	<ul style="list-style-type: none"> Performance targets need to be set. No written budgets Information management not comprehensive enough. Casuals hired considering on first come criteria. 	0.08
Operational capacity	<ul style="list-style-type: none"> Have a building and an agro-Vet store. 	<ul style="list-style-type: none"> Members need to market produce together Communication plans need to be agreed upon. No computers as documentation are manual. 	0
Supply, processing and marketing	<ul style="list-style-type: none"> Extension services/training done by agriculture officer. Member purchase/given on credit inputs from group agro-vet store A wide membership involved in production Most members use mechanization on farms. Farmers have accessed on farm training. 	<ul style="list-style-type: none"> Lack a produce collection centre as members sell individually. Have no cold storage. Members not involved in processing produce. 	0
Productivity and financial performance	<ul style="list-style-type: none"> Members make profit from sales(individually) Group performing well in terms of share capital. 	<ul style="list-style-type: none"> No record for sales as a group. 	0
Average capacity and performance score/index			0.02

Summary of the group-Kariko Unity Group

Kariko Unity Group is located in Kinale ward, Lari Sub County of Kiambu County.

The group was registered on 1st January 2011 and become operational on 17th July 2008. The group consists of 80 members (72 males, 8 females). The board is well experienced in terms of gender and experience (skills). Timely financial reporting and auditing is done twice in a year.

The group has land which they have constructed a permanent building installed with electricity. They also establish a crop on the land that they hire casual workers to tender. They also have an agro-vet where members and other non-

members purchase farm input. Members are also allowed to get inputs on credit. The casual workers are seasonally employed but the agro-vet attendant is on permanent basis.

The group lacks a written budget and documentation of the group is done manually. Annual subscription of KES 500 is paid up by members who also benefit from the credit facility of the group. Members are also involved in making decisions for the group's issues or activities during their regular meeting that they hold twice per month.

2.6 KAJIADO COUNTY ASSESSMENT REPORTS BY CBO

2.6.1 FRIENDS OF KILIMANJARO INITIATIVE (CBO)

Background of cooperative

Location:	Kajiado South Sub County
Registered:	Year. 2014
Operational Date:	2014
Members:	Registered members then, 600, currently 600, active 300: Male: 380, Female 220, Youth: 102
Production:	Peak, over 70 tons/week/, low season 40 Tons. All produce sold to vegpro Exporters Company.
Share capital:	Ksh One million
Turn over:	Over Ksh 120 million /year
Other Activates:	have 4 collection centers and a grading shade
Staffing:	none
Strategic Plan:	Have a clear strategic plan

Assessment Results for Friends of Kilimanjaro CBO

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have a clear expression of organizations reason for existence. Bold set goals Have a strategic plan Membership groups well represented Board and management work together 	<ul style="list-style-type: none"> Manager has no significant experience. 	0
Adaptive capacity	<ul style="list-style-type: none"> have strong, high impact relationship with other stakeholders realistic strategic plan 	<ul style="list-style-type: none"> some information systems in place 	0
Management Capacity	<ul style="list-style-type: none"> transparent and structured systems for decision making exists no employment contracts with no regular appraisals 	<ul style="list-style-type: none"> very limited prior experience in cooperative No outside audit 	0.08
Operational capacity	<ul style="list-style-type: none"> Strategy for communicating in place Legally registered as a CBO 	<ul style="list-style-type: none"> Many positions unfilled No use of computers Physical infrastructure not effectively used 	0.4
Supply, processing and Marketing	<ul style="list-style-type: none"> Doing a good job in providing extension services but through assistance Have more than 30 ha providing produce More than 75% of members receive on farm training in produce hygiene 	<ul style="list-style-type: none"> Low assistance in provision of inputs to members. Cold storage facility is charcoal made. 	0
Productivity and Financial Performance	<ul style="list-style-type: none"> Capacity utilization is at more than 75% Rejection from sales is 0-5% Inventory turnover is more than 300% 	<ul style="list-style-type: none"> Debt ratio is greater than 300% Equity to total assets ratio is greater than 0.5 	0
Average Capacity and Performance Score/Index			0.1

2.6.2 NAMELOK VEGETABLE GROWERS (CBO)

Background of cooperative

Location: Kajiado South Sub County
 Registered: Year.2016
 Operational Date: 2016
 Members: Registered members then, 47, currently 47, active 30: Male: 35, Female 12, Youth: 5
 Production: Peak, over 20 tons/week, low season 15 Tons. All produce sold to Vegpro Exporters Company.
 Share capital: Ksh100,000
 Turn over: Over Ksh20 million /year
 Other Activates: have a collection center and a grading shed
 Staffing: none employed
 Strategic Plan: Have no strategic plan

Assessment Results for Namelok Vegetable Growers CBO

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Board provides a strong direction in oversight and leadership Hold regular meetings and are routinely well attended 	<ul style="list-style-type: none"> Overarching strategy missing Limited understanding of basic financial concept Manager able to cope with some complexity and ambiguity 	0.17
Adaptive capacity	<ul style="list-style-type: none"> Performance measured, and progress tracked in multiple ways Some key relationships With relative entities for profit 	<ul style="list-style-type: none"> Limited ability to develop strategic plan Performance data occasionally used by staff 	0.2
Management Capacity	<ul style="list-style-type: none"> Significant prior experience in CBO for profit business. Information is well designed and user friendly in some areas. Realistic targets exist in some areas 	<ul style="list-style-type: none"> High dependence on managers Limited financial plans Decision making processes fairly established very limited prior experience in cooperative No outside audit Sporadic initiatives to identify promising staff 	0
Operational capacity	<ul style="list-style-type: none"> Strategy for communicating in place Legally registered as a CBO 	<ul style="list-style-type: none"> No staff is employed Many positions unfilled No use of computers Physical infrastructure not effectively used 	0.2
Supply, processing and Marketing	<ul style="list-style-type: none"> Providing some extension services Provide assistance to its members in production. More than 75% of the members have received on farm training Involved in marketing of farm produce with minor problems Use recommended containers 	<ul style="list-style-type: none"> No cold storage facilities Low assistance in provision of inputs to members. Hectarage is between 10 and 20 About 10% of the members use mechanization 	0
Productivity and Financial Performance	<ul style="list-style-type: none"> Capacity utilization is at more than 75% Rejection from sales is 0-5% Inventory turnover is more than 300% Debt ratio is less than 100% 	<ul style="list-style-type: none"> Current ratio is at 0-101% Equity to total assets ratio is less than 0.2 	0
Average Capacity and Performance Score/Index			0.11

2.6.3 EROPO WOMEN GROUP (SHG)

Background of cooperative

Location: Kajiado South Sub County
 Registered: year. 2005
 Operational Date: 2005
 Members: Registered members then, 70, currently 70, active 40: Male: 0, Female 70, Youth: 34=48%
 Production: Peak, 0 tons/day/week/month, low season 0 Tons. All produce sold, they are still to start production again
 Share capital: Ksh 950,000
 Turn over:
 Other Activates: Have a tomato processing machine, table banking
 Staffing: none employed
 Strategic Plan: Have no strategic plan

Assessment Results for Erope Women Group SHG

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have a common purpose with beliefs and values aligned with organizational purpose Roles of board and management are clear and functions well Organizational leadership actively and easily builds rapport and trust with others Holds regular meetings routinely well attended 	<ul style="list-style-type: none"> Overarching goals and strategy missing Manager has narrow background and range of experiences with no education Manager has difficulty considering financial implications of decisions 	0.33
Adaptive capacity	<ul style="list-style-type: none"> Have relations with variety of relevant entities 	<ul style="list-style-type: none"> Limited ability to develop strategic plan Very limited measurement and tracking of performance and progress Performance data is rarely used to improve programme and organization 	0.6
Management Capacity	<ul style="list-style-type: none"> The organization is doing adequate in internal resource mobilization, farmer payment system and cash management. Have a transparent and structured systems of decision making 	<ul style="list-style-type: none"> Financial activities not consistently documented. Limited financial plans Very strong dependence on chair person No prior experience in cooperative No outside audit No HR plan 	0.5
Operational capacity	<ul style="list-style-type: none"> Communication plan and strategy in place Legally registered as a SHG 	<ul style="list-style-type: none"> No staff is employed Many positions unfilled No use of computers Physical infrastructure not effectively used 	0.6
Supply, processing and Marketing	<ul style="list-style-type: none"> encouraging extension services playing a fairly active role in educating members More than 75% of the members have received on farm training in produce hygiene 	<ul style="list-style-type: none"> Very little involvement in helping members to develop crops and less than 10% of members are carrying out this activity No assistance in provision of inputs to members. Currently no production PCC not in operation 	0.36

		<ul style="list-style-type: none"> No utilization of all the storage facility Processing facilities present but not utilized 	
Productivity and Financial Performance	<ul style="list-style-type: none"> Dept ratio is less than 100% 	<ul style="list-style-type: none"> Currently there is no production 	0
Average Capacity and Performance Score/Index			0.48

2.6.4 ROMBO FARMERS COOPERATIVE SOCIETY

Background of cooperative

Location: Kajiado South Sub County
 Registered: Year: 2016
 Operational Date: 2016
 Members: Registered members then, 380, currently 350, active 120: Male: 220, Female 160, Youth: 25%
 Production: Peak, over 100 tons/week/, low season 50 Tons. All produce sold to middle men Company.
 Share capital: Ksh 400,000/-
 Turn over: Over ksh96 millions /year
 Other Activities: tomato production and marketing
 Staffing: 2 casual staff
 Strategic Plan: only in the constitution

Assessment results for Rombo Cooperative Society

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Mission statement exist and displayed in the wall Goals and objectives clearly written values and beliefs clearly written I the constitution All membership groups represented in the management committee Management work well together from clear roles Manager has post-secondary education and some basic training on cooperative management 	<ul style="list-style-type: none"> Strategy exists but not clearly linked to mission and overarching goals The manager is able to with some complexity and ambiguity Performance partially measured 	0
Adaptive capacity	<ul style="list-style-type: none"> Meetings held quarterly, and minutes recorded There are plans to strengthen the organization 	<ul style="list-style-type: none"> Early stages of building relationships and collaboration The strategic plan is for 2 years Very limited measurement and tracking of performance and progress Performance data is occasionally used to improve programme and organization 	0
Management Capacity	<ul style="list-style-type: none"> Limited dependence on manager Doing a good job in internal resource mobilization and loans to its members The organization is doing adequate in internal resource mobilization, farmer payment system and cash management. Have a transparent and structured systems of decision making 	<ul style="list-style-type: none"> Limited financial plans some prior experience in cooperative realistic targets exist in some areas 	0

	<ul style="list-style-type: none"> Well designed, user friendly systems in some areas Solid financial plans updated regularly 		
Operational capacity	<ul style="list-style-type: none"> Communication plan and strategy in place Legally registered as a cooperative 	<ul style="list-style-type: none"> some positions unfilled No use of computers Physical infrastructure can be made to work well 	0.4
Supply, processing and Marketing	<ul style="list-style-type: none"> encouraging extension services playing a fairly active role in educating members hectarage is more than 30 More than 75% of the members have received on farm training in produce hygiene 	<ul style="list-style-type: none"> No storage facilities Serious problem with PCC activities Not involved in processing of products Minor role assistance in provision of inputs to members. 	0.36
Productivity and Financial Performance	<ul style="list-style-type: none"> Net profit margin is at 0-4% Current ratio is greater than 250 Equity to total assets is between 35-50% 	<ul style="list-style-type: none"> %age rejection at MCC is greater than 41% Rejection from sales is also greater than 41% 	0
Average Capacity and Performance Score/Index			0.15

2.7 KITUI COUNTY ASSESSMENT REPORTS BY SBO

2.7.1 KITUI COUNTY FARMERS' CO-OPERATIVE SOCIETIES LIMITED.

Background of cooperative

Location: Kitui County.

Registered: More than 50% are registered with the registrar of Societies of Kenya

Members: More than 50% have Boards with good representation of Males, Females and Youth.

Production: More than 50% have Horticulture produce production taking place.

Table 2: Assessment results for Kitui County Horticulture Cooperatives Capacities.

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Roles clearly specified and discharged AGMs and elections held regularly Boards have skilled members in farming. 	<ul style="list-style-type: none"> Mission. and Vision not well known to all members 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have strong network of partners Performance recorded and periodically reviewed 	<ul style="list-style-type: none"> Partnerships not formalized Limited member involvement- mainly during the AGM and SGMs 	0
Management Capacity	<ul style="list-style-type: none"> Have skilled managers in farming 	<ul style="list-style-type: none"> Inadequate regularity of auditing of financial reports. Lack of HR system and policy 	0
Operational Capacity	<ul style="list-style-type: none"> Use of phones to call and SMS members to communicate information. 	<ul style="list-style-type: none"> Inadequate access to electricity. Insufficient capacity in information management-lack of computerization 	0
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection 	<ul style="list-style-type: none"> Low produce intake due to limited capacity. Stiff competition from hawkers Very limited extension service offered to members Inadequate skills or support in crop protection and conservation Challenges with value addition 	0.09

Productivity and Financial Performance	<ul style="list-style-type: none"> Low sales turnover 	<ul style="list-style-type: none"> Inadequate cold storage facilities Low profit margin Produce losses due to spoilage and rejection 	0
Average Capacity and Performance Score/Index			0.03

2.7.2 CHULUNI HORTICULTURAL & PROCESSING ENTERPRISE

Background of cooperative:

Location:	Kitui East Sub County, Kitui County. Offices at Chuluni Market, next to CDF offices, 9 Km South of Kitui Town along the "Kitui –Mutomo- Kibwezi Road".
Registered:	2006 as a Self-Help Group.
Operational date:	25 th May 2012 as a Cooperative Society.
Members:	Originally 54 members registered (32M, 17W, 5Y), currently 27 are active (6M, 16F, 5Y)
Production:	The fruits processed are; Mangoes, Lemons, Oranges and Passion fruit. Production is 29 tons per year. Processed output per day, 300litres Juice.
Share capital:	Kshs.160, 000.00
Turn-over:	Kshs. 350,000.00 per year
Other activities:	No other income generating activities.
Staffing:	1 permanent Staff and 12 casual staffs
Strategic plan:	3 Year strategic plan-(2017-2020)

Table 2: Assessment results for Chuluni Horticultural and Processing Enterprises

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Mission and vision clearly articulated and well displayed in a banner More than half of the leadership of the organization is aware of their roles and responsibilities. Over 50% of the leadership are acquainted to the goals There is a 3Year strategic plan (2017-2020) Members bound by common beliefs and values Board Membership (3W, 2M, 1Y). Highly skilled through exposure. Clear roles and responsibilities and understood by leaders. Leadership given good support. Proactive and supportive leadership. Skilled and experienced manager. 	<ul style="list-style-type: none"> Members not fully aware of Mission, Vision and strategic plan. 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have a strategic plan Performance evaluation done annually. Have strong network of partners; - World Bank, Syngenta, County Government of Kitui, JKUAT, County Ministry of agriculture, Universal Traders Sacco-UTS), FAO, all with roles to play. Evaluation done annually. 	<ul style="list-style-type: none"> Strategic plan not elaborates Limited member involvement- Only during the AGM and SGMs No dividends paid to members Performance/Evaluation data should be used to retarget and adjust implementation for better achievement of goals. 	0.2
Management Capacity	<ul style="list-style-type: none"> Have experienced Manager trained in Food science and technology. Gets credit facility from 'United Traders Sacco ;(UTS). 	<ul style="list-style-type: none"> Very high dependence on Manager. Financial reports last audited in 2016 	0.58

	<ul style="list-style-type: none"> Stock controls at factory level well maintained. 	<ul style="list-style-type: none"> No other qualified staff in key positions except the Manager No audited reports Lack of HR system and policy Decisions made by Chairman and Manager No clear procedures of recruiting Manager, retention and training. 	
Operational Capacity	<ul style="list-style-type: none"> Use of Phones to call and messaging the members regularly in place. Have access to adequate electricity. Legally registered as cooperative enterprise by the Registrar of societies in Kenya 	<ul style="list-style-type: none"> No ICT equipment (Computers). Weak recording and communication systems. 	0.6
Supply, Processing and Marketing	<ul style="list-style-type: none"> Active in members education through stakeholders (Field days, Demonstrations). Links well with input suppliers who supply inputs to Members. 60% Of Members access crop protection services 	<ul style="list-style-type: none"> Processes only 50% of Members produce(29Tons) Inadequate produce grading at some produce collection centers No cold storage for fresh produce, only for finished product (Juice) 	0.36
Productivity and Financial Performance	<ul style="list-style-type: none"> Low sales turnover 	<ul style="list-style-type: none"> Low profit margin 20% Produce losses due to lack of cold storage facility 	0
Average Capacity and Performance Score/Index			0.35

2.7.3 MWINGI WEST HORTICULTURE FARMERS' CO-OPERATIVE SOCIETY LIMITED.

Background of cooperative

Location:	Mwingi West Sub County, Kitui County, Office at Migwani Ward/ Migwani/Itoloni Village
Registered:	26 TH February 2017 as a CBO
Operational date:	5 th July 2018 as a cooperative
Members:	Registered members 62 (31F, 23M, 8Y)
Production:	5Tons per year
Share capital:	Kshs.15,000
Turn-over:	N/A
Other activities:	None
Staffing:	Management Committee of 13 persons
Strategic plan:	None

Table 2: Assessment results for Mwingi West Horticulture Farmers' Cooperative Society Limited.

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have clearly articulated mission and vision in booklet. Roles clearly specified and discharged Board has a wide range of skills Carried over from the CBO period. Board composition is all inclusive of Males, Females and Youth. Experienced Manager and proactive, gives good guidance to management on administrative and financial matters. 	<ul style="list-style-type: none"> Mission needs to be communicated widely to members since the Cooperative outfit is new. 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have a- strategic plan Have strong network of partners County Ministry of agriculture, "RISE KENYA", GREEN LIFE. 	<ul style="list-style-type: none"> Low mobilization of Members Strategic plan not elaborate. 	0.2

	<ul style="list-style-type: none"> Performance recorded and periodically reviewed Members well involved in Cooperative activities Staff have a wide range of experience. 		
Management Capacity	<ul style="list-style-type: none"> Have an experienced manager in farming who is a retired teacher. Staff have a wide range of experience. Realistic targets exist Have qualified staff in key positions Some operational plans in place Fair resource mobilization plans executed. Transparent and structured decision making during AGM Organizational processes have been developed to provide controls and reporting 	<ul style="list-style-type: none"> Budget constraints – budgeting development activities. Inadequate financial plans and information Lack of HR system and policy No structured system of recruiting, development and retention of staff 	0
Operational Capacity	<ul style="list-style-type: none"> Critical board positions filled Legally registered as Cooperative society, 	<ul style="list-style-type: none"> No use of Computers Restrictive office space 	0.2
Supply, Processing and Marketing	<ul style="list-style-type: none"> Provides extension services through partner organizations Have common produce collection center 	<ul style="list-style-type: none"> Low level of support to members in Input supply No cold storage 	0.09
Productivity and Financial Performance	<ul style="list-style-type: none"> Low turn over 	<ul style="list-style-type: none"> Low profit margin Produce losses due lack of cold storage facilities. 	0
Average Capacity and Performance Score/Index			0.1

2.7.4 NZAMKA FARMERS' CO-OPERATIVE LIMITED

Background of cooperative

Location: Kitui East Sub County, Kitui County.
Registered: 2013
Operational date: September 2013
Members: Registered members 199(169 W, 30 M) all active, no youth since they don't own farms for growing crops.
Production: 1200 Tons per year (Sales 40Tons @ 15/Kg and 520Tons@ 12/Kg).
Share capital: Kshs. 30,000.00
Turn-over: Kshs. 600,000.00
Other activities: None.
Staffing: No staff, only 12 Board Members running the organization.
Strategic plan: None.

Table 2: Assessment results for "Nzamka Farmers' Cooperative Limited".

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Roles clearly specified and adhered to by Members Strong and focused board of management giving direction. AGM held annually, and members informed of the organization's status. 	<ul style="list-style-type: none"> Mission and vision and goals not written and not clear to Members. Strategic plan not in place. No Manager, the organization run by Management Board. Members have limited options; hence, brokers take advantage 	0.25
Adaptive Capacity	<ul style="list-style-type: none"> Have strong network of partners; i.e., Kitui Development Centre (KDC), County Ministry of agriculture, County 	<ul style="list-style-type: none"> No strategic plan in place Limited member involvement- Only during the AGM and Field days. 	0.4

	Government of Kitui, ICIPE, RTI, SYNGENDER., County Ministry of Trade, Cooperatives & Investment.		
	<ul style="list-style-type: none"> Performance data used to adjust targets. 		
Management Capacity	<ul style="list-style-type: none"> Board of management elected by farmers 	<ul style="list-style-type: none"> Books of Accounts have never been audited. No information management system in place. Inadequate Human resource system in place to guide Policy and general development matters. 	0.42
Operational Capacity	<ul style="list-style-type: none"> The Cooperative is legally registered as a farmers Cooperative LTD. 	<ul style="list-style-type: none"> No employed staff, Board in charge Lack of documented operational procedures Inadequate member communication strategy. No physical office 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Partners offer crop protection services to farmers at far level 	<ul style="list-style-type: none"> No extension officer for the Cooperative but uses partners to offer farmers the extension services No cold storage facility, hence posing real challenges on produce quality Inadequate quality control measures. 	0.64
Productivity and Financial Performance	Low profitability	<ul style="list-style-type: none"> Low sales of produce due to lack of cold storage (Sales only 40% of the total produce) Due to inadequate options, Members sell 40% of their Produce to brokers. 	0
Average Capacity and Performance Score/Index			0.42

2.8 LAIKIPIA COUNTY ASSESSMENT REPORTS BY SBO

2.8.1 KARIUNGA JIKAZE HORTICULTURAL FARMERS' SELF HELP GROUP

Background of Group

Location:	Naibor Sub location, Muramati Location, Daiga Division, Laikipia East Constituency, Umande Ward, Laikipia County. (Kariunga Shopping Centre opposite Maiyan)
Registered:	4 th Oct. 2012
Operational date:	Jan. 2012
Members:	Registered members then, 15, currently 42, active 42 (by gender 28-male, 14-women, 9-youth)
Production:	Peak, over 182.7 tons per season, low season 30.45 tons. All produce sold to Kenya Horticultural Exporters (KHE) Company
Share capital:	Kshs. 0
Turn-over:	Over Kshs. 10.962 million per year
Other activities:	Input stores, Collective sales, input acquisition, farmer training.
Staffing:	1 permanent and 0 casual staff, others are volunteers elected by members
Strategic plan:	Not documented

Table 2: Assessment Results for Kariunga Jikaze Horticultural Farmers' Cooperative

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have clearly articulated mission and vision 	<ul style="list-style-type: none"> Mission needs to be communicated to members and be documented to frequent referencing. 	0.08

	<ul style="list-style-type: none"> Board has determined and committed members with a range of skills and women and youth well represented Roles clearly specified and discharged AGMs and other meetings held regularly with good attendance Strong member mobilization and feedback-oriented leadership 	<ul style="list-style-type: none"> Share only one common value, could do better. 	
Adaptive Capacity	<ul style="list-style-type: none"> Have a well-stated strategic plan unfortunately it is mainly recited by management and not documented Have strong network formal partnerships e.g KHE, Twiga Food Performance recorded and periodically reviewed Have digitized information storage, retrieval and sharing system. Effectively communicates to members 	<ul style="list-style-type: none"> Need for training on financial management concepts for the management Management afraid of ambiguity and arising challenges and would require training Need advice on developing a working strategic plan Not very proactive in external resource mobilization 	0
Management Capacity	<ul style="list-style-type: none"> Have a dedicated management team including the founder. Financial reports regularly presented to members Have paid staff competitively recruited and performance reviewed regularly 	<ul style="list-style-type: none"> Budget constraints – budgeting development activities especially due to scarce resources. Need for trained staff in key positions like accounts 	0
Operational Capacity	<ul style="list-style-type: none"> Have well-digitized systems and proper neat filing Have moderately strong asset base Adequate access to power supply at the current office 	<ul style="list-style-type: none"> Lack of documented operational procedures 	0
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a rapidly growing membership base for produce collection Constructed own input store for members Have a shed for produce sorting and grading Have already adopted some testing facilities though partnership with KHE Very efficient extension service offered to members courtesy of partner (KHE) 	<ul style="list-style-type: none"> Low produce intake during dry periods, would need to improve water harvesting for consistent production Single produce buyer hence susceptibility to price volatility Inadequate skills or support in crop protection and conservation Challenges with value addition, relies on buyer for packaging and testing Have no cold storage facility but requires one 	0
Productivity and Financial Performance	<ul style="list-style-type: none"> Good farmer payment rates Timely farmer payment Effective contribution collection i.e. through check-off system High sales turnover Minimal produce losses due to rejection Good investment plans 	<ul style="list-style-type: none"> Overdependence on compulsory member contributions Ineffective external resource mobilization 	0.18
Average Capacity and Performance Score/Index			0.05

2.8.2 THAKARA SELF HELP GROUP

Background of cooperative

Location: Laikipia west sub county, Laikipia County
Registered: 2018
Operational date: February 2018
Members: Registered members then, 27, currently 40, active 40 (-male 29, women 11, youth)

Production: Peak, over 4 tons per week, low season 3 tons. All produce sold to Mara Farming Company
 Share capital: Kshs. 0
 Turn-over: Over 1,352,000 Kshs. million per year
 Other activities: Input stores,
 Staffing: 7 permanent and 1 casual staff
 Strategic plan: No strategic plan

Table 2: Assessment results for Thakara Self Help Group

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Board member roles clearly specified and discharged AGMs and elections held regularly All membership groups are represented in the board 	<ul style="list-style-type: none"> Mission needs to be articulated widely to members. Lacks written mission statement and goals though members know the goal. Lack a written strategic plan. 	0.33
Adaptive Capacity	<ul style="list-style-type: none"> Have strong network of partners e.g. Mara Farming and Equity Bank Performance recorded and periodically reviewed lightly Have consistent attempts for member training and information sharing 	<ul style="list-style-type: none"> Few partnerships in Inputs provision and training Little experience in evaluation and reporting. Strategic plan is not documented 	0.2
Management Capacity	<ul style="list-style-type: none"> Financial reports regularly audited and presented to members Have qualified staff in key positions Some Operational plans and procedures well documented and displayed Minutes of previous meeting regularly read in meetings Members consulted on important decisions 	<ul style="list-style-type: none"> Lack of HR system and policy Lack of Management team in the group apart from the board Goals not documented Limited financial planning Share capital not fully paid 	0.17
Operational Capacity	<ul style="list-style-type: none"> Adequate member communication strategy through letters and SMSs All positions are filled with low turnover. Registered at the social services 	<ul style="list-style-type: none"> Insufficient capacity in information management Lack computers Rented office space and store are insufficient. 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have an ever-widening membership base for produce collection Have a reliable seed supplier through partnership with Mara farming Have a shed for produce sorting and grading Adequate Skills and support in crop protection 	<ul style="list-style-type: none"> Lack of Cold store facility Challenge in value addition 	0.18
Productivity and Financial Performance	<ul style="list-style-type: none"> Good farmer payment rate High sales turnover 	<ul style="list-style-type: none"> Lack of prompt payment 	0
Average Capacity and Performance Score/Index			0.26

2.8.3 UMANDE FARMERS' CO-OPERATIVE SOCIETY LIMITED

Background of cooperative

Location: Laikipia East Sub County, Laikipia County
 Registered: 2016
 Operational date: September 2016
 Members: Registered members then, 80, currently 188, active 156 (by 24 male, 121 women, 9 youth)

Production: Peak, over 20 tons per month, low season 10 tons. All produce sold to NHC (New Holland Chips) company
 Share capital: None
 Turn-over: Over Kshs. 3.06 million per year
 Other activities: Milk collection and sales, transport.
 Staffing: 7 permanent and
 Strategic plan: No strategic plan

Table 2: Assessment results for Umande Farmers' Cooperative Society Limited

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Roles clearly specified and discharged AGMs and elections held regularly and well attended Board provides direction, support and communicate effectively 	<ul style="list-style-type: none"> Lack clear mission statement Lack strategic plan Board still lack a wide range of skills and women and youth not well represented. 	0.5
Adaptive Capacity	<ul style="list-style-type: none"> Board looks for opportunities for partnerships and growth. Have some partners like New Holland Chips (NHC) and AgriWallet. Training provided to members in chemical use and grading 	<ul style="list-style-type: none"> Little experience with evaluation beyond capturing information Very limited measuring and tracking of performance Information system is very weak at best. 	0.6
Management Capacity	<ul style="list-style-type: none"> Have structured and transparent decision-making systems Financial reports regularly audited and presented to members Have qualified staff in key positions 	<ul style="list-style-type: none"> Budget constraints – budgeting development activities. Lack of HR system and policy. Share capital not fully paid up. 	0.33
Operational Capacity	<ul style="list-style-type: none"> Critical positions are adequately filled, and attendance problems are rare Communications to members are consistent and coordinated Fully registered cooperative society organization. 	<ul style="list-style-type: none"> Insufficient capacity in information management-lack of computerization Lack physical office though land has been identified for construction of the building. 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection but have a problem with inconsistent seed supply. Have a link to external extension service provider through partnership Actively links input suppliers to members 	<ul style="list-style-type: none"> Inadequate support in crop protection. No on farm hygiene training No value addition 	0.36
Productivity and Financial Performance	<ul style="list-style-type: none"> Good farmer payment rates (83.3%) High sales turnover 	<ul style="list-style-type: none"> Low profit margin due unreliable rainfall so irrigation used sometimes. 	0
Average Capacity and Performance Score/Index			0.44

2.8.4 KILIMO HIFADHI SAVINGS AND CREDIT COOPERATIVE SOCIETY LTD.

Background of cooperative

Location: DO's compound, Mairo Nane, Umande Ward, Laikipia County
 Registered: Jun. 2017
 Operational date: 10th March 2017
 Members: Registered members then 67, currently 67, active 44 (by gender 24-male, 20-women, 0-youth)
 Production: Peak, over 3 tons per season, low season 1 ton. All produce sold to Individual Buyer (no particular one)
 Share capital: Kshs. 250,000
 Turn-over: Over Kshs. 120,000 per year
 Other activities: Extension Services, Farmer Training, Collective Sales.
 Staffing: No Paid Staff.
 Strategic plan: No Written Strategic Plan.

Table 2: Assessment results for Kilimo Hifadhi cooperative

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Chairman and executive have good vision for the group. Roles clearly specified and discharged. 	<ul style="list-style-type: none"> Need for clear mission statement, goals with time frame and strategic plan. Members need to be enlightened on the mission and goals. Leadership not drawn from wide range of skills and youth not well represented. Low member mobilization and sporadic meetings with inconsistent turn-out. 	0.33
Adaptive Capacity	<ul style="list-style-type: none"> Have strong formal partnerships e.g. County Government and Agrimek Performance measured by member contributions. 	<ul style="list-style-type: none"> No strategic plan Inconsistent member involvement-mainly during the AGM and SGMs Limited performance reviews 	0.6
Management Capacity	<ul style="list-style-type: none"> Have a chairman, secretary and treasurer tasked with management. Financial reports regularly updated and presented to members 	<ul style="list-style-type: none"> The chairman is not proactive in member mobilization. Lack of HR system and policy Participation is voluntary, and members have little obligatory commitment. 	0.33
Operational Capacity	<ul style="list-style-type: none"> Well documented operational procedures Have good member communication strategy-reaches most of the members. 	<ul style="list-style-type: none"> Insufficient capacity in information management-lack of computerization. Have strong asset base Manual systems, no computers, inadequate access to power supply. 	0.2
Supply, Processing and Marketing	<ul style="list-style-type: none"> Established a input store for farmers Have knowledge of produce sorting and grading. Very reliable extension service offered to members Adequate skills or support in crop protection and conservation. 	<ul style="list-style-type: none"> Have a narrow membership base for produce collection Low produce intake during dry periods Poor unreliable marketing links No produce testing or value addition No cold storage facilities 	0.45
Productivity and Financial Performance	<ul style="list-style-type: none"> High sales turnover Low produce losses due to rejection 	<ul style="list-style-type: none"> Low profit margin Inadequate utilization of installed production capacity. 	0
Average Capacity and Performance Score/Index			0.38

2.9 MACHAKOS COUNTY ASSESSMENT REPORTS BY SBO

2.9.1 KAANI FRUIT GROWERS FARMERS' CO-OPERATIVE SOCIETY

Background of cooperative

Location:	Kathiani Sub County, Machakos County
Registered:	December 2013
Operational date:	2016
Members:	Registered members then, 130, currently 130, and active 130 (by gender –male-32, women-98, youth)
Production:	Peak, over 45000pcs of mangoes tons per year, low 39000. All produce sold to brokers
Share capital:	Membership is free
Turn-over:	Over Kshs. 195,000 per year
Other activities:	None
Staffing:	
Strategic plan:	No written strategic plan

Table 2: Assessment results for Kaani fruit grower's cooperative

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Has a clear vision Meetings held regularly 	<ul style="list-style-type: none"> No gender balance in the board 	0.17
Adaptive Capacity	<ul style="list-style-type: none"> Frequent trainings Strategic plan in place though not written 	<ul style="list-style-type: none"> No partnership with other stake holders 	0.4
Management Capacity	<ul style="list-style-type: none"> Experienced chairman in cooperative issues 	<ul style="list-style-type: none"> Lack human resource system Semi trained staff No computers Poor record keeping 	0.33
Operational Capacity	<ul style="list-style-type: none"> Access to electricity Has a reliable dam 		0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Reasonable membership 	<ul style="list-style-type: none"> No infrastructure Inadequate extension services Low quality products No value addition 	0.73
Productivity and Financial Performance	<ul style="list-style-type: none"> Moderate farmer pays rates 	<ul style="list-style-type: none"> Low profits Low sales turnover High rejection due to low quality products 	0
Average Capacity and Performance Score/Index			0.41

2.9.2 MANGO VALUE CHAIN FARMERS' CO-OPERATIVE SOCIETY

Background of cooperative

Location:	Matungulu Sub County, Machakos County
Registered:	September 2016
Operational date:	2013
Members:	Registered members then, 1350, currently 1300, active 1300 (by gender -male, women, youth)
Production:	At member group level
Share capital:	Member group based
Turn-over:	Member group based
Other activities:	Linking member groups to stake holders.
Staffing:	In the process of recruiting
Strategic plan:	5-year strategic plan-(2016-2020)

Table 2: Assessment results for Mango Value Chain cooperative

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Skilled directors Good in decision making 	<ul style="list-style-type: none"> Meetings not held regularly 	0

Adaptive Capacity	<ul style="list-style-type: none"> • Excellent adaptation of external changes like new varieties • Good strategic plan linked to the objectives • Good partnership with VERT group (Mango processing factory) and county government 	<ul style="list-style-type: none"> • Poor monitoring of farmer groups that compose the value chain association 	0.2
Management Capacity	<ul style="list-style-type: none"> • Good management skills • Qualified contracted staff 	<ul style="list-style-type: none"> • Financial records not well kept • No financial auditing reports • 	0.25
Operational Capacity	<ul style="list-style-type: none"> • Well implemented cooperative functions • Well strategized communication system 	<ul style="list-style-type: none"> • No computers 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Knowledge on supply and marketing • Coordinated marketing channels 	<ul style="list-style-type: none"> • Inadequate infrastructure like cold storage rooms • No value addition 	0.36
Productivity and Financial Performance	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • No records on sales and production volumes 	0
Average Capacity and Performance Score/Index			0.24

2.9.3 MASII HORTICULTURAL FARMERS' CO-OPERATIVE SOCIETY

Background of cooperative

Location:	Mwala Sub County, Machakos County
Registered:	22 nd November 2016
Operational date:	2010
Members:	Registered members then, 115, currently 115, and active 115 (by gender –male-80, women-35, youth)
Production:	Peak, over 20000pcs per year, low season 12000. All produce sold to brokers
Share capital:	Kshs. 115000
Turn-over:	Over Kshs. 60,000 per year
Other activities:	Own an agro vet shop
Staffing:	9 permanent and 12 casual staff
Strategic plan:	5-year strategic plan-(2018-2020)

Table 2: Assessment results for Masii horticultural farmers' cooperative

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Mission statement is clear • Gender balance in the board at 50% males and females • Hold regular meetings • Clear written rules and responsibilities • Manager is experienced (retired MOA staff) 	<ul style="list-style-type: none"> • Youth membership is low • Strategies not very clear 	0
Adaptive Capacity	<ul style="list-style-type: none"> • Strategic plan in place • Collaboration with another stake hold e.g. UoN • Hold regular trainings • Free from loans and debts 	<ul style="list-style-type: none"> • Financial records not well documented • Decision making is normally done by the board 	0
Management Capacity	<ul style="list-style-type: none"> • Experienced manager • Capacity to access loans and credit 	<ul style="list-style-type: none"> • Lack of human resource systems • Financial reports not audited 	0.08

Operational Capacity	<ul style="list-style-type: none"> • Adequate space for buildings and facilities • All staff positions are filled • Registered with a certificate 	<ul style="list-style-type: none"> • Accounts, records and database are manual • No audited reports • 	0.2
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Link with MOA extension staff • Own an agro vet shop 	<ul style="list-style-type: none"> • No value addition 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> • Payments done in time • No liabilities • Own several assets 	<ul style="list-style-type: none"> • Profit margin is low 	0
Average Capacity and Performance Score/Index			0.11

2.9.4 KASINGA MUNG'ALA FARMERS ASSOCIATION FARMERS' CO-OPERATIVE SOCIETY

Background of cooperative

Location:	Machakos Sub County, Machakos County
Registered:	18-03-2013
Operational date:	2005
Members:	Registered members then, 45 currently 40, active 22 (by gender –male-10, women-12, youth-0)
Production:	Data not available
Share capital:	Data not available
Turn-over:	Data not available
Other activities:	Green house
Staffing:	Members carry out their activities
Strategic plan:	In place but period not stated

Table 2: Assessment results for Kasinga Mung'ala Farmers Association cooperative

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Board roles are clearly stated 	<ul style="list-style-type: none"> • Lack clear mission and vision statements • Majority are aged people • No youthful members 	0.5
Adaptive Capacity	<ul style="list-style-type: none"> • Clear partnership with Machakos county government • Members involved in all activities 	<ul style="list-style-type: none"> • Lack of strong partnerships • Low membership 	0.6
Management Capacity	<ul style="list-style-type: none"> • Experienced chairman • Trained staff on horticulture 	<ul style="list-style-type: none"> • No HR system for recruitment • Poor financial reports • No audited reports 	0.92
Operational Capacity	<ul style="list-style-type: none"> • Skilled board of directors 	<ul style="list-style-type: none"> • No computers • Lack of office facilities • Poor information dissemination 	0.6
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Well managed supply system though at individual farmer level 	<ul style="list-style-type: none"> • Lack of cold storage facility • Inadequate water supply • No value addition • Low prices offered by brokers • Low production volumes and productivity • Poor access to market due to low volumes 	0.64
Productivity and Financial Performance	<ul style="list-style-type: none"> • Fair production performance 	<ul style="list-style-type: none"> • Post-harvest losses • Low profit margins 	0
Average Capacity and Performance Score/Index			0.65

2.10 MAKUENI COUNTY ASSESSMENT REPORTS

2.10.1 KWA KYAI RURAL SACCO LTD

Background of cooperative

Location:	Kikumbulyu south ward, Kibwezi west Sub County, Makueni County
Registered:	2002
Operational date:	Since 2002 it remained inactive until 2017 when it became active
Members:	Registered members then, 250, currently 50 are active and certified by global gap, while 100 are active but undergoing the process of global gap certification (by gender, male-40%, women-60%, youth-35%)
Production:	Peak, over 15 tons per week (assorted enterprise Tomatoes, Mangoes, Ravaya, Capsicum, Okra, Brinjals, Watermelon, Babycorn, Kales, Green Maize and Spinach) low season 4tons per week. Dried Tomatoes and Mangoes exported to Netherlands while most fresh produce sold to the local market in the county and some parts of the country
Share capital:	Kshs150, 000
Turn-over:	Over Kshs. 40 million per year
Other activities:	Hire of grading shade, storage and hall for trainings, hired crop protection spraying services
Staffing:	2 permanent and 18 casual staff/Operators
Strategic plan:	5-year strategic plan-(2016-2020)

Assessment results for Kwa Kyai Rural SACCO Ltd

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have clearly articulated mission and vision, the members are familiar with Roles clearly specified and discharged 	<ul style="list-style-type: none"> No service charters. 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have strong network of partners/collaborators e.g. Makueni County Government, SNV, HCD, UoN, Swiss conduct, FAO, Dondore-Kenya ltd (Agriwallet), USAID-KARLO 	<ul style="list-style-type: none"> Low operational capital Poor irrigation infrastructure Lack of electricity Inadequate equipment and storage 	0
Management Capacity	<ul style="list-style-type: none"> Have a good management team led by a coordinator Financial reports annually audited and presented to members 	<ul style="list-style-type: none"> No Budget Reviews No performance reviews Lack of Appraisal and HR policy 	0
Operational Capacity	<ul style="list-style-type: none"> High retention level of staff 	<ul style="list-style-type: none"> Building and infrastructure not to standard Solar power system in use not well tapped therefore not reliable 	0.2
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection (250) Have diversified enterprises Have a shed for produce sorting and grading Have a good access to export Market Have access to a cold storage Processed products have a higher shelf life 	<ul style="list-style-type: none"> In adequate irrigation water Very limited extension service offered to members Inadequate skills or support in crop protection and conservation Inadequate cold storage facilities 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> The profit margins are good Over 4%. There are less liabilities 	<ul style="list-style-type: none"> There is low utilization of capacity 	0
Average Capacity and Performance Score/Index			0.09

2.10.2 KITHONI FARMERS SELF HELP GROUP

Background of group

Location: Kikumini/Muvau ward, Makueni Sub County, Makueni County
 Registered: 2012
 Operational date: 2012
 Members: Registered members then, 130, currently 74 are active (by gender, male-33, women-41, youth-15)
 Production: Peak, over 80,000 pcs per season, about 30,000 pcs for export while 50,000 for local market
 Share capital: Kshs200,000 (through table banking)
 Turn-over: Ksh 500,000
 Other activities: promotion of conservation agriculture farming.
 Staffing: group members working in individual farms
 Strategic plan: 5-6-year strategic plan

Assessment results for Kithoni Farmers Self Help group

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Claim to have a mission 	<ul style="list-style-type: none"> Mission is not documented The goals are verbally communicated to members, no evidence to prove Beliefs and values not documented 	0.08
Adaptive Capacity	<ul style="list-style-type: none"> Have a well-developed strategic plan Performance partially measured) 	<ul style="list-style-type: none"> Strategic plan not documented No interval set for performance review 	0.2
Management Capacity	<ul style="list-style-type: none"> The chairman takes the responsibilities of the manager, trustee and office custodian 	<ul style="list-style-type: none"> No oversight of Budget, no budget review. No periodic performance reviews No auditing done 	0.08
Operational Capacity	<ul style="list-style-type: none"> High staff retention rate 	<ul style="list-style-type: none"> No evidence on communication strategy No computers, lack of electricity Inadequate working space/office space 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a good membership base because of the shared beliefs Sale their produce well including targeting the export market 	<ul style="list-style-type: none"> Sale produce individually Very limited extension service offered to members Inadequate skills or support in crop protection and conservation Challenges with value addition Inadequate cold storage facilities 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> Low market prices 	<ul style="list-style-type: none"> Low profit margin Reduced equity 	0
Average Capacity and Performance Score/Index			0.21

2.10.3 MAKUENI COUNTY FRUIT PROCESSORS

Background of cooperative

Location: Wote/Nziu ward, Makueni Sub County, Makueni County
 Registered: Started in 2008 as a self-help group with 43 members, but registered in 2010 as Makueni county fruit processors

Operational date: 2010
 Members: Registered members are 1500, 1000 are active and targets 6000 (by gender, male-55%, women-45%, youth-30%)
 Production: Peak, over 500 tons per month, low season 2 tons. The produce targets both the export market, and the local market which include Kalamba fruit processors and other parts of the country
 Share capital: Kshs. 5million
 Turn-over: Over Kshs. 12 million per year
 Other activities: Input store (Agro vet).
 Staffing: 2 permanent staff and service providers linked to farmers for spraying pay at a fee
 plan: 5-year strategic plan

Table 2: Assessment results for Makueni county fruit processors

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have clearly documented, well-articulated, displayed mission and vision Board well organized with gender representation AGMs and elections held regularly 	<ul style="list-style-type: none"> The manager is about one month old Board still lacks a wide range of skills 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have a well-developed strategic plan which enshrines business investment and marketing plan Have strong network of partners e.g Makueni County Government, SNV, RTI, ADS, Agri-Wallet Performance recorded and periodically reviewed Have elaborate farmers training programs, including FM radio trainings. 	<ul style="list-style-type: none"> Some Partnerships not formalized Limited member involvement-mainly during the AGM and SGMs There is minimal mechanization 	0
Management Capacity	<ul style="list-style-type: none"> The management works as a team Financial reports regularly audited and presented to members Have 2 qualified staff in key positions 	<ul style="list-style-type: none"> Budget constraints – budgeting for development activities. Lack of HR training system and policy 	0
Operational Capacity	<ul style="list-style-type: none"> Have high staff retention Have computers for accounts and record keeping Adequate access to power supply 	<ul style="list-style-type: none"> Insufficient skills and capacity in information management Lack of extension staff 	0
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection, 5 collection centres Established a centralized input store for farmers to access and buy quality inputs Have a shed for produce sorting and grading in every collection centre Have access to a charcoal cold storage facility in every collection centre 	<ul style="list-style-type: none"> Low produce intake during dry periods Very limited extension service offered to members Inadequate skills or poor support in crop protection and conservation Inadequate produce grading at some produce collection centres Challenges with value addition Inadequate cold storage facilities 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> High capacity utilization and good net profit margin >4% 	<ul style="list-style-type: none"> Produce losses due to rejection. i.e. 21-40% Low inventory turnover 	0
Average Capacity and Performance Score/Index			0.05

2.10.4 MAKIYIKA MANGO GROWERS AND PROCESSORS

Background of cooperative

Location: Makueni Sub County, Makueni County
Registered: 2006
Operational date: 2006
Members: Registered members then, 158, currently they are only 80, active 66 (by gender –male-44, women-22, 1-youth)
Production: No records to show
Share capital: no records
Turn-over: No records
Other activities: N/A.
Staffing: No permanent staff only 9 committee members
Strategic plan: No strategic plan

Table 2: Assessment results for Makiyika Mango growers and processors

Capacity Area	Strengths	Weaknesses/ challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have a vision and mission in mind Have beliefs and values which bind members 	<ul style="list-style-type: none"> Mission is not well documented and communicated widely to members. There is no structure, a 9-committee member and 2 trustees play the various roles Low member mobilization 	0.83
Adaptive Capacity	<ul style="list-style-type: none"> Have an idea of each farmer to have not less than 30 mango trees as a strategy to increase production Have a good network of partners e.g. Makueni County Government, KATY exporters, MESPT Members involved in meetings and price negotiations 	<ul style="list-style-type: none"> Not documented strategic plan Limited member involvement- mainly during the AGM No documented MOU's with Partners 	0.8
Management Capacity	<ul style="list-style-type: none"> Have a dedicated executive committee member who act as the driving force They have a bank account where money from sales is deposited Decisions are made in a meeting attended by all and ready out to all members 	<ul style="list-style-type: none"> They have no Budget. Lack of HR system and policy 	0.75
Operational Capacity	<ul style="list-style-type: none"> Members get communication from the committee through SMS. 	<ul style="list-style-type: none"> Insufficient capacity in information management-lack of computerization Lack of documented operational procedures 	0.6
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection Some of their produce is destined for export Have one machine for juice extraction 	<ul style="list-style-type: none"> Low produce intake during dry periods Inadequate skills or support in crop protection and conservation Challenges with value addition 	0.64
Productivity and Financial Performance	<ul style="list-style-type: none"> They sell their produce 	<ul style="list-style-type: none"> No records to show profit or losses 	0
Average Capacity and Performance Score/Index			0.72

2.11 MERU COUNTY ASSESSMENT REPORTS

2.11.1 MERU COUNTY BANANA COOPERATIVE SOCIETY

Background of cooperative

Location:

- Offices: Ndarene town, Abogeta E. ward, Imenti south Sub County,
- Factory site: Baranga sub location, about 1km from Ndarene, S. Imenti s/county, Meru County.

Registered:

Year 2014

Operational Date:

Production of Banana crop has been ongoing long before the cooperative was registered. But the processing plant is still under construction

Members:

The society comprises of 22 groups spread across the county.

- Registered members. 4000 (gender on 50:50 basis)
- Current active members. 670

Production:

Individual groups does marketing of their produce at their respective collection centers to buyers who come with Lorries. Actual processing or production of value-added products has not commenced.

- Peak production. 20 Tones/week/group
- Low season. 10 Tones/week/group (may/October)
(NB: Captured are what the respective groups are able to market or deliver to the collection centers per week)

Share Capital:

Ksh. 700,000

Turnover:

Ksh.300 Million (Estimated)

Other activities:

None

Staffing:

1 manager and 1 casual. (Both are paid on token basis)

Strategic plan:

5year strategic plan-2018 -2022

Table 2: Assessment results for Meru County Banana Cooperatives

Capacity Area	Strengths	Weaknesses/ Challenges	Capacity score
Leadership	<ul style="list-style-type: none"> • Have clearly articulated Mission & Vision • Board well composed in terms of gender. The groups meet regularly • Members very much involved, and decisions are made at annual delegates conference which are then cascaded down to the various groups 	<ul style="list-style-type: none"> • No meeting held for the larger society in 2018 and no plans for AGM • Weak manager requiring a lot of guidance. should be recruited competitively 	0.08
Adaptive Capacity	<ul style="list-style-type: none"> • Have a well thought out strategic plan • Strong membership involvement at group level where they do marketing of their produce. 	<ul style="list-style-type: none"> • Partnerships at formative level, in discussion with Meru county investment & development committee (MCIDC) • Evaluation and organizational learning weak at coop level because greater part of activities is still at group level. 	0.4
Management capacity	<ul style="list-style-type: none"> • Operational plans and procedures exist at group level. • Decision making done at annual delegates conference then cascaded down to group level 	<ul style="list-style-type: none"> • Coop at formative stage, thus still no budget and funds to manage • Because of the above, the staff base is weak and not qualified • No HR system and policy. 	0.33
Operational Capacity	<ul style="list-style-type: none"> • Asset base stands at 20M. Have acquired new premises for putting up the building and office space. • The cooperative legally registered 	<ul style="list-style-type: none"> • Poor computerized system. Own 1 computer • Low staffing level & Manager not experienced enough. Because the society is young without much operations. 	0

Supply, processing and Marketing	<ul style="list-style-type: none"> • Wide membership base for produce availability • Have collection centers and identified marketer groups • Quick payment period after delivery of produce • Extension services available from county government • Wide hectare for production exists 	<ul style="list-style-type: none"> • Society has not reached the level to assist in input supplies, crop development • Infrastructure development has just begun • Value addition products identified, and wine production tried manually & expected to pick up once the infrastructure is complete 	0.36
Productivity and Financial Performance	<ul style="list-style-type: none"> • Good farmer payment rates • Low production loses for individual farmer • The produce delivered directly to the collection centers 	<ul style="list-style-type: none"> • Low capital structure 	0
Average Capacity and performance score /Index			0.24

2.11.2 MERU FRIENDS SACCO

Background of Cooperative

Location:	Maua Ward, Igembe South sub -county, Meru County
Contacts:	Address: P.O Box 764 -60600, MAUA MERU –KENYA. Office line 0703259135 /0724146070. Email: merufriendssacco@gmail.com . Website: www.merufriendssacco.co.ke
Registered:	January 2016
Operational Date:	July 2017
Members:	<ul style="list-style-type: none"> ▪ Registered members-239 (174M & 65 F) out of which 50 members are Youth. ▪ Current Members -293 ▪ Active -120
Production:	The society is currently only able to produce Sweet potato bread (50 crates /day) and Doughnuts (20 packets/day) at peak season and 24 crate/day of bread & 40 packets of Doughnuts at low season. This is out of the 11 value added products it has identified and in plan with the Kebbs permit.
Share Capital:	Ksh. 300,000. From members shares, savings and Registration.
Turn- over:	Over Kshs.1,500,000 per year.
Other Activities:	None
Staffing:	9 Permanent and 5 casual staff
Strategic plan:	1-year strategic plan -2018 -2019. Wants to introduce 5 products (scones, burns, and queen cakes) by end of November 2018.

Table 2: Assessment results for Meru Friends Sacco Cooperative

Capacity Area	Strengths	Weaknesses/ Challenges	Capacity score
Leadership	<ul style="list-style-type: none"> • Have clearly articulated the Mission, vision, core values & objectives and put in a brochure form (copy attached) • Board properly constituted and elected representatives have assumed office • The acting manager who is the cooperatives accountant is well versed with the society operations and has sound financial judgement 	<ul style="list-style-type: none"> • The strategic plan doesn't come out clearly • The Board is still new elected barely 2 months ago • 	0
Adaptive Capacity	<ul style="list-style-type: none"> • Performance records are well kept and reviewed periodically • Have strong link with county government and National Drought Management Authority (NDMA) who are their initiator. 	<ul style="list-style-type: none"> • Strategic plan not well developed. can site but not documented • Is in early stages of forming partnerships & collaboration 	0
Management capacity	<ul style="list-style-type: none"> • Staff qualified in key positions and competitively sourced 	<ul style="list-style-type: none"> • Currently the society has no manager who left for greener 	0

	<ul style="list-style-type: none"> Though in acting capacity, the manager is experienced in the operations of the society Financial operations streamlined and seeks board involvement 	<ul style="list-style-type: none"> pastures, but the position has been advertised The share capital is low and have yet to engage other financial institutions for loans 	
Operational Capacity	<ul style="list-style-type: none"> Have adequate space and power supply for operations but hopes to acquire own property Staff positions filled/or advertised to be filled & have right qualifications Legally registered & tax compliant 	<ul style="list-style-type: none"> Have weak & tricky asset base. The office and factory operate from rented property Has 1 computer operated by secretary but plans to introduce more. 	0
Supply, processing and Marketing	<ul style="list-style-type: none"> Have adequate membership base & bulking sites for produce supply Involved in input sourcing & supply for farmer, in particular the vines. Have 11 products in plan for value addition Linked to MOA for extension and crop development services 	<ul style="list-style-type: none"> Competition from other suppliers of related products and needs intervention in transportation for supply Lacks infrastructure particularly own building 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> Low production losses to the individual farmer Good sales turnover Low produce losses 	<ul style="list-style-type: none"> Low asset base Low productivity compared with installed capacity. Unable to venture into the market strongly because of lack of transport for supply 	0
Average Capacity And performance score /Index			0.05

2.11.3 MERU POTATO PROCESSING CO-OPERATIVE SOCIETY LIMITED

Background of cooperative

Location:	Abothuguchi ward, Imenti Sub County, Meru County
Registered:	4 th Nov 2013
Operational date:	launched 18 th Sep 2015
Members:	Registered members 421, currently 421, active 300 (by gender –male 305, women 116, youth 0)
Production:	N/A. Got losses after buying a bad hybrid. Over per day N/A, low season N/A tons. All produce sold to local store Buyers.
Share capital:	Kshs. 0.3 million
Turn-over:	N/A
Other activities:	none
Staffing:	no staff hired
Strategic plan:	2 years strategic plan-(2018-2019)

Table 2: Assessment results for Meru potato processing cooperative society limited

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have clearly articulated mission and vision Roles clearly specified and discharged Members of board are well represented by gender and age Have shared beliefs and values aligned with organizational purpose and constituent norms. Have clear goals with a common purpose Board members is involved and committed in levels of planning and management. 	<ul style="list-style-type: none"> Mission needs to be communicated widely to members. Board still lack a wide range of skills and women Low member mobilization Poor involvement of members on decision making and opinions No skilled manager to learn operations of the cooperative done by the executive. 	0

Adaptive Capacity	<ul style="list-style-type: none"> • Have a well-developed strategic plan • Have strong network of partner's e.g. AGRA, UPL India, potato council growers Africa KAPAP, Meru County. • The board of management keep records and data have plans to strengthen the organization in two years' time 	<ul style="list-style-type: none"> • Partnerships not formalized • Limited member involvement-mainly during the AGM and SGMs • Lack records to analyze the organization • Lack clear performance evaluation tool 	0
Management Capacity.	<ul style="list-style-type: none"> • Financial reports annually audited and presented to members • Have clear realistic goals and targets well documented. • Members of the board oversees the coop financial operations and management • They have good relationship with banks and able to secure loans 	<ul style="list-style-type: none"> • Budget constraints – budgeting development activities. • They are not paying annual subscriptions • Lack systems for reporting on control • Have huge loan straining to pay which has attracted more interest • Lack of HR system and policies • Lack clear communication dissemination 	0.42
Operational Capacity	<ul style="list-style-type: none"> • Have strong asset base • Good accessibility of the facility centrally situated • Cooperative is legally registered and incorporation documents in order • Expansive area is adequate for the offices and other factory facilities 	<ul style="list-style-type: none"> • Lack computers and tracking systems • They have not hired staff • Lack of documented operational procedures • Lack adequate power backup supply • Inadequate member communication strategy- need to be reached most of the members 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection • Established input store for farmers • On farm trainings done to members • Coop supplied inputs for its members to begin with. • Over 30 acres to provide produce for the coop 	<ul style="list-style-type: none"> • Very limited extension service offered to members by ministry of agriculture • Inadequate skills or support in crop protection and conservation • Challenges with value addition • Lacking farm mechanization • Lack cold storage structures and standby generators and also inadequate storage 	0.64
Productivity and Financial Performance	<ul style="list-style-type: none"> • Have increased their shares • They have more assets over liabilities 	<ul style="list-style-type: none"> • No collective marketing • Have no stock and inventory • Operating on losses • They have unpaid debts/liabilities 	0
Average Capacity and Performance Score/Index			0.41

2.11.4 TIMAU POTATOES GROWERS FARMERS' CO-OPERATIVE SOCIETY LIMITED.

Background of cooperative

Location:	Buuri Sub County, Timau ward, Timau town Meru County
Registered:	February 2018
Operational date:	2018 not yet established
Members:	Registered members then, 1200, currently 1300, active 300 {unable to specify gender}.
Production:	Peak, N/A, low season N/A. All produce sold to local traders and brokers
Share capital:	Kshs. 0.1 million
Turn-over:	N/A –have not done collective marketing
Other activities:	None
Staffing:	None
Strategic plan:	None

Table 2: Assessment results for Timau potatoes growers' farmers' cooperative society ltd

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Roles clearly specified and discharged AGMs held regularly Have shared beliefs and values. 	<ul style="list-style-type: none"> Have no clear mission and vision Mission needs to be communicated widely to members. Board still lack a wide range of skills and women and youth not well represented. Lack strategy and goals not documented Interim board in operation no elections held No manager hired The cooperative is on initial stages of formation. 	0.42
Adaptive Capacity	<ul style="list-style-type: none"> Have strong network of partners e.g. Techno Serve, Bayer chemicals, Syngenta, Twiga foods real IPM organic. Meru friends Sacco, Meru County. Performance recorded and periodically reviewed Have tele-care for member training and information sharing 	<ul style="list-style-type: none"> Partnerships not formalized Limited member involvement- mainly during the AGM and SGMs They lack developed strategic plan 	0.8
Management Capacity	<ul style="list-style-type: none"> have financial access to banks and Sacco's Operation planning underway 	<ul style="list-style-type: none"> Have not employed a manager No set goals Budget constraints - budgeting development activities. Inadequate use of financial information-audited reports Lack of HR system and policy 	0.5
Operational Capacity	<ul style="list-style-type: none"> Have strong asset base The cooperative is legally registered with operating documents 	<ul style="list-style-type: none"> Lack capacity in information management-lack of computerization Lack of documented operational procedures Inadequate member communication strategy- need to be reached most of the members Lack office but have land to construct 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Over 25% Farm mechanization is done Have over 30 acres to do farming On farm training are done 	<ul style="list-style-type: none"> Farmers are selling their produce to brokers and stores Very limited extension service offered to members Inadequate skills or support in crop protection and conservation Challenges with value addition Inadequate cold storage facilities 	0.18
Productivity and Financial Performance	<ul style="list-style-type: none"> Members have accumulated share Have assets and no liabilities 	<ul style="list-style-type: none"> Lack collective marketing. 	0
Average Capacity and Performance Score/Index			0.46

2.12 NAKURU COUNTY ASSESSMENT REPORTS BY SBO

2.12.1 MAU NAROK RURAL FARMERS SACCO SOCIETY LTD

Background of cooperative

Location: Njoro Sub County, Nakuru County
Registered: Year 2012
Operational Date: 17/04/2012
Members: 15 registered members then, 400, currently, active 300
Production: Peak, over 200 tons per month, low season 100 tons. All produce sold to brokers
Share capital: Kshs 0.734 Million
Turn over: Ksh 0.5 Million
Other activities: Input store available, hire lorry for transport
Staffing: 6 permanent and 1 casual staff
Strategic plan: Five-year strategic plan. (2016-2020)

Table 2: Assessment results for Mau Narok Rural Farmers SACCO Society LTD

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have clearly articulated mission and vision. Have set goals that the organization aims to achieve All membership groups represented in the board with regular well-planned meetings AGM and elections held regularly Roles clearly specified and discharged 	<ul style="list-style-type: none"> Goals lack time frame for measuring attainment Some of members are inactive 	0
Adaptive capacity	<ul style="list-style-type: none"> Well-developed Strategic plan in place Performance measured, and progress tracked in multiple ways on regular basis Performance recorded in information system and periodically reviewed. Have strong network of partners e.g. techno serve, Equity bank and Sereni fries. 	<ul style="list-style-type: none"> The strategic plan not fully ready to be acted upon Some members not committed during implementation of the cooperative planned activities. 	0
Management Capacity	<ul style="list-style-type: none"> Have an experienced manager in cooperative management Financial reports regularly audited by government auditor and presented to members Have qualified staff in key positions 	<ul style="list-style-type: none"> Lack of human resource system and policy 	0
Operational Capacity	<ul style="list-style-type: none"> Have well computerized system Group legally registered. 	<ul style="list-style-type: none"> Secretary post vacant Rented office space 	0
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection Established an input store for farmers. Employs an agronomist on casual basis. 	<ul style="list-style-type: none"> Do not have a cold storage facility. Limited use of mechanization Not doing any value addition 	0.36
Productivity and financial performance		<ul style="list-style-type: none"> Low profit margins as a result of low yields. Produce loss due to poor storage structure. 	0
Average Capacity and Performance score/ index			0.17

2.12.2 NEW MOLO FARMERS SACCO SOCIETY LTD

Background of cooperative

Location: MOLO Sub County, Nakuru County
Registered: Year 2013
Operational Date:
Members: 55 registered members then, 200, currently, active 120
Production: Peak, over 17.6 tons per month, low season 8.8 tons. All produce sold to brokers
Share capital: Kshs 0.25 Million

Turn over: Ksh 0.5 Million
 Other activities: Store available, hire lorry for transport
 Staffing: 5 permanent AND 1 casual staff (Watchman).
 Strategic plan: No strategic plan

Table 2: Assessment results for NEW MOLO FARMERS SACCO Society LTD

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Mission well written and printed on the wall Board membership has mixed expertise and experience in various fields Chairman takes the role of manager 	<ul style="list-style-type: none"> Goals lack time frame for measuring attainment . Roles of boards and management not clearly specified and discharged Roles of board unclear No qualified manager but acting chairman. 	0.25
Adaptive capacity	<ul style="list-style-type: none"> Hold meetings regularly every month. Have partnership with Bayer crop science, BAC and NPCK. 	<ul style="list-style-type: none"> No strategic plan Very limited measurement and tracking of performance and progress. 	0.6
Management Capacity	<ul style="list-style-type: none"> Staff able to carry duties with minimal supervision Have no debts from financiers. 	<ul style="list-style-type: none"> No formal systems to capture and document internal knowledge No annual budget 	0.08
Operational Capacity	<ul style="list-style-type: none"> Group registered as a cooperative. Have a ware house for potato storage 	<ul style="list-style-type: none"> Some posts are not occupied Limited use of computers in day to day activity 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection Established an input store for farmers. Large acreage Members trained in production. 	<ul style="list-style-type: none"> Lack of cold storage facility Doesn't supply farm inputs Low use of mechanization 	0.55
Productivity and financial performance			0
Average Capacity and Performance score/ index			0.38

2.12.3 STAR LITE COOPERATIVE SOCIETY LTD

Background of cooperative

Location: Kuresoi North Sub County, Nakuru County
 Registered: Year 2008
 Operational Date:
 Members: Registered members 180 (90 male and 90 female). Serve other farmers who are not registered (500 famers in total)
 Production: Peak, over 17 tons per DAY, low season 8 tons/ DAY. All produce sold to brokers
 Share capital: information not disclosed
 Turn over:
 Other activities: Input store available, hire lorry for transport
 Staffing: 5 permanent AND 3 casual staff
 Strategic plan: Not yet developed.

Table 2: Assessment Results for STAR LITE COOPERATIVE Society LTD

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
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Leadership	<ul style="list-style-type: none"> • Have clearly articulated mission and vision. • Have set goals that the organization aims to achieve • All membership groups represented in the board with regular well-planned meetings • AGM and elections held regularly • Roles clearly specified and discharged by various committees. • Have a competent manager who is a graduate 	<ul style="list-style-type: none"> • Goals lack time frame for measuring attainment • Members scattered over wide area. 	0
Adaptive capacity	<ul style="list-style-type: none"> • Well-developed Strategic plan in place • Performance measured, and progress tracked in multiple ways on regular basis • Performance recorded in information system and periodically reviewed. • Targets reviewed during AGM 	<ul style="list-style-type: none"> • The strategic plan not fully ready to be acted upon • Have weak partnerships and alliances 	0.2
Management Capacity	<ul style="list-style-type: none"> • Have an experienced manager in cooperative management • Financial reports regularly audited by government auditor and presented to members • Have qualified staff in key positions • 	<ul style="list-style-type: none"> • Weak system in place for reporting on controls 	0.08
Operational Capacity	<ul style="list-style-type: none"> • Reporting system computer based • Registered as a cooperative and tax compliant • Electricity available 	<ul style="list-style-type: none"> • Rely on rental premises 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection • Extension services provided by ministry of agriculture 	<ul style="list-style-type: none"> • Have no input store in place for their members • Low acreage of potato since clean seed production is seasonal • Limited farm mechanization • Lack of cold storage facility for potato produce • No value addition. 	0.73
Productivity and financial performance		<ul style="list-style-type: none"> • Horticultural activities currently being done at individual level. 	0
Average Capacity and Performance score/ index			0.2

2.12.4 SUBUKIA AVOCADO FARMERS COOPERATIVE SOCIETY LTD

Background of cooperative

Location: Subukia Sub County, Nakuru County
Registered: Year 2017
Operational Date:
Members: Registered members 67
Production: All produce sold locally to farmers in the vicinity
Share capital: no records
Turn over: No records
Other activities: Individual members raise other own seedlings
Staffing: Group is very young
Strategic plan: Not yet developed.

Table 2: Assessment Results for SUBUKIA AVOCADO FARMERS COOPERATIVE Society LTD

Capacity Area	Strengths	Weaknesses/challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Seedlings produced are certified by HCD. Regular group meetings on monthly basis Board of management in place. 	<ul style="list-style-type: none"> No written mission statements. Goals lack clarity and time frames Members divided over activity of producing avocado and zero grazing No strategic plan 	0.17
Adaptive capacity	<ul style="list-style-type: none"> Group members meeting 	<ul style="list-style-type: none"> Do not have written strategic plan No partnerships /alliances 	0.4
Management Capacity	<ul style="list-style-type: none"> have structures for decision making have set targets Regular monthly meetings. ability to employ casual laborers 	<ul style="list-style-type: none"> No trained manger Targets nonexistent and no goals No annual budgets 	0.5
Operational Capacity	<ul style="list-style-type: none"> The organization is registered as a cooperative. Communication to members generally communicated 	<ul style="list-style-type: none"> Some staff positions are not filled. The organization has no computers The group relies on rented house at Ksh 6000 per month. 	0.4
Supply, Processing and Marketing	<ul style="list-style-type: none"> Group able to access extension services from County Government Cooperative dealing with seedlings business only. 	<ul style="list-style-type: none"> Group does not supply members with inputs Low hacterage by group Crop protection challenge 	0.45
Productivity and financial performance		<ul style="list-style-type: none"> The group is at initial stages of avocado seedlings production. 	0
Average Capacity and Performance score/ index			0.38

2.13 NYANDARUA COUNTY ASSESSMENT REPORTS BY SBO

2.13.1 MIRANGINE GREEN SILVER FARMERS' COOPERATIVE SOCIETY.

Background of the Cooperative

Location:	Olkalou Sub-County, Nyandarua County		
Registered:	6 th July 2016		
Operational Date:	13 th April 2017		
Membership: Initial:	37		
Membership: Current:	132 (Male= 84, F=42) Active members- 132		
Production:	Peak season: 100 Tons/4month seasons of Potato produce	Low season: 48.56	
	Tons/4month season (All produce sold to Sereni Fries Ltd Company		
Share Capital:	<i>(Data not available)</i>		
Turn-Over:	<i>(Data not available)</i>		
Other Activities:			
Staffing:	There is no staff for day to day management of the cooperative		
Strategic Plan:	The cooperative is yet to develop one, though they are aware of the need for one		

Table 2. Assessment Results for Mirangine Green Silver Farmers' Cooperative

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Roles clearly specified and discharged 	<ul style="list-style-type: none"> The committee lack a wide range of skills 	0.17
Adaptive Capacity	<ul style="list-style-type: none"> The cooperative has a strong network of partners eg Tower Sacco Ltd, County Government 	<ul style="list-style-type: none"> With the exception of Serene Fries, the other partnerships have not been formalized 	0.2

	<ul style="list-style-type: none"> Department of Agriculture Charvi Investment, Agrico E.A Serene Fries Ltd Efforts to record and review performance were evident, though the cooperative is quite new 		
Management Capacity	<ul style="list-style-type: none"> A four-member committee in place 	<ul style="list-style-type: none"> Lacks HR system and policy 	0.83
Operational Capacity	<ul style="list-style-type: none"> Necessary physical infrastructure in place 	<ul style="list-style-type: none"> Lacks staff capacity 	0.6
Supply, Processing and Marketing	<ul style="list-style-type: none"> Coop is active in sourcing extension and input supply services for members Has a sizable membership base for production 	<ul style="list-style-type: none"> Committee managing the cooperative lacks capacity 	0.27
Productivity and Financial Performance	<ul style="list-style-type: none"> Reliable market channels in place 	<ul style="list-style-type: none"> Coop operating below capacity 	0
Average Capacity and Performance Score/Index			0.41

2.13.2 SOKO MPYA FARMERS' COOPERATIVE SOCIETY

Background of the Cooperative

Location:	Kinangop Sub-County, Nyandarua County
Registration:	Registered in 1999 as Self-Help Group and then as cooperative in 2016
Operational Date:	The group is yet to start operating as a cooperative
Members:	Initial membership: 86 (M=50 F=36) Current 75, Active members 50
Production:	Aggregated production has not started.
Share Capital:	Details not available
Turn-Over:	Details not available
The main activities:	Involved in individual horticultural production and marketing of a variety of horticultural produce on small scale.
Other Activities:	Table banking and Water selling
Staffing:	There is no staff for day to day management of the cooperative
Strategic Plan:	The Strategic Plan is in place

Assessment Results for Soko Mpya Farmers' Cooperative Society Cooperative

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Have a clearly articulated mission and vision 	<ul style="list-style-type: none"> Goals have no specific time frame. Low member mobilization 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have a well-developed strategic plan. County Government is a key partner 	<ul style="list-style-type: none"> Strategic plan not fully internalized 	0.4
Management Capacity		<ul style="list-style-type: none"> Currently not operational 	0.25
Operational Capacity		<ul style="list-style-type: none"> Currently not operational 	0.2
Supply, Processing and Marketing		<ul style="list-style-type: none"> Currently not operational 	0.45
Productivity and Financial Performance		<ul style="list-style-type: none"> Currently not operational 	0
Average Capacity and Performance Score/Index			0.26

2.13.3 OLERIONDO HORTICULTURAL ROADSIDE MARKET SELF HELD GROUP.

Background of the Self-Help Group

Location:	Olkalou Sub-County- Kaibaga Ward, Nyandarua County
Registered:	20/01/2011
Operational Date:	20/01/2011
Members:	Initial membership- 72, Current -46, Active members -32(M:12 F:18)

Production: Members involved in small scale horticultural production and produce sold on individual basis by the road side. No records were available.
 Share Capital: Details not available
 Turn-Over: Details not available
 Other Activities: Table banking
 Staffing: There was no staff in place
 Strategic Plan: The group has no strategic plan in place.

Assessment Results for Oleriondo Horticultural Roadside Market Self Held Group.

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Committed group leadership in place 	<ul style="list-style-type: none"> No clear mission and vision 	0.83
Adaptive Capacity	<ul style="list-style-type: none"> County Government is a key partner 		1
Management Capacity	<ul style="list-style-type: none"> The necessary physical infrastructure, i.e. office space and stalls in place 		1
Operational Capacity			0
Supply, Processing and Marketing			0.55
Productivity and Financial Performance			0
Average Capacity and Performance Score/Index			0.76

2.13.4 OL-ARWAGWI FARMERS' COOPERATIVE SOCIETY

Background of the Cooperative

Location: Kinangop Sub-County, Nyandarua County
 Registered: 6th fee 1964
 Operational Date: Not yet on horticultural crop
 Members: Current membership: 367 (M=164 F=203)
 Production: Members involved in small scale horticultural production and produce sold on individual basis. No records were available to determine the production levels.
 Share Capital: Details not available
 Turn-Over: Details not available
 Other Activities: Milk marketing
 Staffing: There was **no** management staff in place
 Strategic Plan: No strategic plan was in place; however, the coop officials said that they are in the process of preparing the plan.

Assessment Results for Ol-Arwagwi Farmers' Cooperative Society

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Committed group leadership in place 	<ul style="list-style-type: none"> No clear mission and vision 	0.33
Adaptive Capacity	<ul style="list-style-type: none"> County Government is a key partner 		0.4
Management Capacity			0.82
Operational Capacity			0.2
Supply, Processing and Marketing			0
Productivity and Financial Performance			0
Average Capacity and Performance Score/Index			0.35

2.14 TRANSZOIA COUNTY ASSESSMENT REPORTS BY SBO

2.14.1 SIUNA GROWERS CBO

Background of cooperative

Location: Saboti Sub County, Matisi Ward, Grassland Location Siuna Village
 Registered: 1st April 2007
 Operational date: 1st April 2007
 Members: Registered members then, 44, currently 38, active 25
 (M 13, F 13, YM 3, YF 4)
 Production: Peak, over 42 tons (840 bunches)/month, low season 21 (420 bunches)
 Bananas. All produce sold to wholesale market and buyers from Local
 schools, Kitale, Lodwar and Eldoret.
 Share capital: Kshs. 407,500
 Turn-Over: Kshs. 350,000 per year
 Other activities: Village Savings and Loaning (Table Banking), Production of Avocados and Tissue Culture
 Nursey.
 Staffing: 1(Mentor)
 Strategic plan: 3-year strategic plan-(2012-2013) (2016-2019)

Assessment results

Capacity Area	Strengths	Weaknesses/challenges	Capacity score
Leadership	<ul style="list-style-type: none"> Have clearly articulated mission and vision Roles clearly specified and discharged AGMs and elections held regularly Coherent long-term strategy Have a common purpose for livelihood improvement leadership ability to motivate members The group has Mentorship in Succession Programme 	<ul style="list-style-type: none"> Low member mobilization 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have well developed strategic plan Have a strong network of partners e.g KALRO, SCCVI, Schools and MOA, Performance recorded and periodically reviewed Have a reporting format for the various departments 	<ul style="list-style-type: none"> Partnerships not formalized 	0
Management capacity	<ul style="list-style-type: none"> Have a strong management in the CBO Financial reports regularly presented to members CBO management have diverse skills form various fields 	<ul style="list-style-type: none"> Inadequate audited reports due to inadequate turnover Lack of HR system and policy Low scale of operation inadequate to hire a permanent staff 	0.08
Operational capacity	<ul style="list-style-type: none"> Strong Capacity to coordinate different cluster groups Able to mobilize adequate resources through table banking fairly good documentation of operation procedures can utilize simple communication procedures e.g. SMS & WhatsApp 	<ul style="list-style-type: none"> Insufficient capacity in information management – lack of computerization 	0.2

Supply, processing and marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection • Have a capacity for produce sorting, grading and value addition for banana by the ripening chambers • They organize on farm capacity building to empower member on quality • Diverse range of stakeholder who offer extension, financial and input services to members 	<ul style="list-style-type: none"> • Low produce supply during the dry season due to lack of irrigation system • Inadequate produce aggregation when there is stiff competition for bananas • challenge of value addition • Inadequate storage facilities 	0.27
Productivity and financial performance	<ul style="list-style-type: none"> • Good production planning among all members with clear targets on the quantity of bananas produced per season • High sales during peak production period • Ability to access market due to close proximity to the main highway ad Kitale wholesale market 	<ul style="list-style-type: none"> • Low capital Base to upscale investment • Low profit margin during and competition during peak production season 	0
Average capacity and performance Score/Index			0.11

2.14.2 KILONGEI CBO

Background of Co-operative

Location:	Saboti Sub-county, TransNzoia County (Cheptilil Centre, Saboti Location, Saboti ward).
Registered:	2009 (as CBO).
Operational date:	2009
Members:	Registered members then, 80, currently active 62 {F =27, M =35}
Production:	Peak, over 200 tons French beans, snow peas and sugar snaps per week, low season 90 tons per week. All produce sold to VegPro Company.
Share capital:	files not accessible.
Turn-over:	files not accessible.
Other activities:	Maize and dairy production.
Staffing:	4 (contract)
Strategic plan:	20-year strategic plan-(2009-2030).

Assessment results for Kilongei CBO

Capacity Area	Strengths	Weaknesses/ challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Mission and vision well known to most of the members. • Regular meetings are well planned. • Leadership ability to motivate members. 	<ul style="list-style-type: none"> • Strategy lacks coherence. • Less than half of board members lack influence over day-to-day behavior. 	0
Adaptive Capacity	<ul style="list-style-type: none"> • Strong relationship with relevant entities e.g. government departments and community agencies. 	<ul style="list-style-type: none"> • Lacks in plans to develop information systems. 	0
Operational Capacity	<ul style="list-style-type: none"> • Legally registered as CBO comprising of 4 smaller groups. 	<ul style="list-style-type: none"> • Lacks office premises. 	0.08
Supply, Processing and Marketing	<ul style="list-style-type: none"> • Have wide membership base for produce supply. • Have sheds for produce sorting and grading. • Have on-farm trainings. 	<ul style="list-style-type: none"> • Low hectarge 	0.2
Productivity and Financial Performance	<ul style="list-style-type: none"> • High productivity. • High net profit margin. 	<ul style="list-style-type: none"> • Need to improve on capital structure. 	0.27

Summary of Kilongei CBO

The CBO has wide membership well distributed across ward. Membership is composed of youths, middle aged and elderly women and men. It has strong leadership which appears to have potential of taking the CBO to another level if given relevant assistance.

It covers a large catchment endowed with good soils and cool climate. The main challenge is water. Piping system for water distribution in the region broke down and is yet to be repaired.

2.14.3 NYASASABA CBO

Background of cooperative

Location:	Endebess Sub County, Matumbei Ward, Kaibei Location, Salama Centre
Registered:	2005
Operational date:	January 2015
Members:	Registered members then, 456, currently 400, active 400 (M 129, F 120, YM 98, YF 88, disable 32), 28 affiliated groups
Production:	Peak, over 1500 crates per week, low season 500 crates per week (Tomatoes). All produce sold to designated whole sale markets Kisumu, Nairobi, Mombasa Kitale, Eldoret Share capital: KES 900,000
Turn-Over:	Kshs. 18 million per year
Other activities:	Village Savings and Loaning (Table Banking), Production of Tomatoes
Staffing:	1(Permanent staff on voluntary basis)
Strategic plan:	5-year strategic plan-(2017-2022)

Assessment Results

Capacity Area	Strengths	Weaknesses/challenges	Capacity score
Leadership	<ul style="list-style-type: none"> Have clearly articulated mission and vision Roles clearly specified and discharged AGMs and elections held regularly Coherent long-term strategy Have a common purpose for livelihood improvement Leadership ability to motivate members Ability to create partnerships and alliances with stakeholders Ability to Mobilization and motivate 28 affiliated groups with a shared beliefs and values to improve their livelihood through marketing of tomatoes 	<ul style="list-style-type: none"> Low resource mobilization in affiliated groups 	0
Adaptive Capacity	<ul style="list-style-type: none"> Have well developed strategic plan Have a strong network of partners e.g. SHEP, SCCVI, Amref and MOA, seed companies, agrochemical companies Performance recorded and periodically reviewed Community development Plan available 	<ul style="list-style-type: none"> Partnerships not formalized with some partners. No MOUs lack of a reporting format for each department 	0
Management capacity	<ul style="list-style-type: none"> Have a strong management in the CBO Financial reports regularly presented to members CBO management have diverse skills form various fields Ability to keep away unscrupulous business through a strong communication protocol 	<ul style="list-style-type: none"> No evidence of financial report audit Lack of HR system and policy The structure of operation is not very clear despite huge volumes of produce marketed 	0.58

Operational capacity	<ul style="list-style-type: none"> • Strong Capacity to coordinate different affiliated groups • Able to mobilize adequate resources through table banking • Fairly good documentation of operation procedures • Can utilize simple communication procedures e.g. Notice board, SMS & WhatsApp 	<ul style="list-style-type: none"> • Insufficient capacity in information management – lack of computerization 	0.2
Supply, processing and marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection and marketing • Have a capacity for on-farm produce sorting, grading and value addition tomatoes. • Previous they had an input store which is no longer active • They have put in measures to come up with a standard tomato crate to reduce exploitation • They organize on farm capacity building to empower member on quality • Diverse range of stakeholder who offer extension, financial and input services to members 	<ul style="list-style-type: none"> • Low produce supply during the long rains due to lack fungal diseases and pests Challenges of value addition • Inadequate storage facilities 	0.36
Productivity and financial performance	<ul style="list-style-type: none"> • Good production and farmer payment rates due to access to better markets • High sales turnover 	<ul style="list-style-type: none"> • Low profit margins when there is tomato glut • Occasional crop loss due to hail storms and excess rain 	0
Average capacity and performance Score/Index			0.23

2.14.4 SITATU FRESH FARMERS CO-OP SOCIETY LTD

Background of Co-operative

Location: Cherangani Sub County, Trans Nzoia County
Registered: 2014
Operational date: 2014
Members: Registered members then, 326, Current active members, 100 {F 40, M 60}
Production: Milk; Peak over 20,000 litres per month. All milk sold to different companies. Currently there is no horticultural crop (esp. export crops) in the field.
Share capital: Files not accessible.
Turn-over: Files not accessible.
Other activities: Individual members have bananas, avocados, potatoes and vegetables apart from maize.
Staffing: 4 (Contract)
Strategic plan: 25-year strategic plan (2014-2040).

Assessment results for Sitatu fresh famers cooperative

Capacity Area	Strengths	Weaknesses/ challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> • Strong leadership composition. • Articulates path to achieving the vision. 	<ul style="list-style-type: none"> • Need to improve on organizational direction and targets. 	0
Adaptive Capacity	<ul style="list-style-type: none"> • Able to measure performance and progress of the coop. 	<ul style="list-style-type: none"> • Still in early stages of building relationships. 	0
Management Capacity	<ul style="list-style-type: none"> • Understands financial reporting and audits. • Manager/chairman experience in coop. management. 	<ul style="list-style-type: none"> • Budget constraints 	0

Operational Capacity	<ul style="list-style-type: none"> Legally registered. Have a physical office 	<ul style="list-style-type: none"> Insufficient information management for lack of computerized system. 	0
Supply, Processing and Marketing	<ul style="list-style-type: none"> Doing well in dairy value chain. 	<ul style="list-style-type: none"> Current status does very little as regards horticultural value chains. 	1
Productivity and Financial Performance	<ul style="list-style-type: none"> Above average turnover. Current ratio is good. 	<ul style="list-style-type: none"> Need to return to horticultural engagement. 	0
Average capacity and Performance Score/ Index			0.2

Summary of Sitatu Fresh Farmers' Cooperative Society

The cooperative has wide membership composed of youthful and elderly people. Its vision is to reach the whole ward and beyond. At its inception it undertook French beans production for export on contract with a certain company. It was reported that along the way the company swindled the farmers of their produce/proceeds. The farmers got disappointed and sought to something else, thus Dairy. The coop. has large farmer base in Sitatunga ward. It has a small vehicle for milk transportation. The plan for 2018 is to engage in Avocado, soya and export crops cultivation.

2.15 UASIN GISHU COUNTY ASSESSMENT REPORTS BY SBO

2.15.1 KAPTELDON HORTICULTURAL FARMERS

Background of cooperative

Location:	Kapseret Subcounty, Uasin Gishu County
Registered:	2014
Operational date:	26 th August 2014
Members:	Registered members then, 30 (18F 12M) current 72 (35F 37M)
Production:	2.5tons weekly, 10tons per month
Share capital:	No money in the account
Turnover:	5 million per year but all money goes to individual farmer accounts
Other activities:	Nursery selling of seedlings, dairy and maize production
Staffing:	No staff employed
Strategic plan:	No strategic plan in place

Table 2: Assessment results for Kapteldon Horticultural Farmers

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Mission and vision articulated well Board has good representation of women and youth with wide range of skills. AGM and elections held regularly Roles clearly specified and discharged 	<ul style="list-style-type: none"> Mission needs to be articulated to member Strategic plan and goals not developed Manager lacks experience in cooperative management 	0.33
Adaptive capacity	<ul style="list-style-type: none"> Have strong network of partners with ASDSP, USAID KAVES, County government, Exporters Have member training and information sharing 	<ul style="list-style-type: none"> Limited member involvement - mainly during AGMs Partnerships not formalized Performance not recorded and reviewed 	0.2
Management capacity	<ul style="list-style-type: none"> Management accessed finances from ASDSP for capacity building 	<ul style="list-style-type: none"> Financial reports not audited and not presented to members Lack of HR system policy 	0.42

	<ul style="list-style-type: none"> • Management has ability to develop budgets and execute. 	<ul style="list-style-type: none"> • Inadequate qualified staff in key positions 	
Operation capacity	<ul style="list-style-type: none"> • Have computers and printers • Adequate access to power • Currently constructing a permanent office 	<ul style="list-style-type: none"> • Information management is not computerized • Lack documented operational procedures • Lack a strong asset base • Inadequate member communication 	0
Supply, Processing and marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection • Adequate extension service offered to members • Adequate skills and support in crop protection and conservation 	<ul style="list-style-type: none"> • Low produce intake during dry periods • Lack of input store for farmers • Have no access to a cold storage facility • Have no testing produce facility • Inadequate produce grading at produce collection centers • Challenges of value addition facilities. 	0.27
Productivity and financial performance	<ul style="list-style-type: none"> • High sales turnover • Good farmer payment rates 75% 	<ul style="list-style-type: none"> • Volumes produced are quite low 	0
Average capacity and Performance Score/ Index			0.24

SUMMARY

Kapteldon farmers group has a great potential to produce huge volumes of passion fruits because the group has a good balance of youth and women, but most farmers do not irrigate especially during the dry season when prices are very high. The group also needs to recruit more farmers to build a strong base. Passion fruit require a lot of inputs and is usually affected by a lot of diseases and pest. The good chemicals recommended by most buyers are quite expensive. Lack of an established inputs store where members can access inputs at subsidized prices affects the production and quality of the produce. The potential of the group is great especially if the farmers can be supplied with water to enable them produce year-round which will also improve the quality and the marketable volumes.

From the assessment results Kapteldon farmers group has various challenges especially in leadership. Management of cooperatives requires a good background in financial operations and management skills in general. This is key especially if the cooperative is to invest members' money and source for support from external sources. Lack of experienced manager in this group has led to inadequate use of financial information to be circulated to members. Marketing of produce as a group but not putting money in the group account has also contributed to the account being dormant. This is not favorable for the group especially when the group wishes to access credit for members. The group officials decide to perform all activities especially technical and management of the group which could be done by one or two qualified staff. The group has not computerized their systems, yet they have a laptop and a printer. Produce delivery and sale to various buyers has not been documented. The turnover per year for the group is high but this is not reflected in their accounts. This has made them not to have a strong asset base. The group also lacks a grading and sorting shade which is done by the exporter which reduces the profits that goes to members. After grading produce that fails export quality standards should be processed this is not possible due to lack of value addition facilities. Again, produce that is harvested and the buyers do not turn up to collect also deteriorate due to lack of cold storage.

2.15.2 KIMOLUET FARMERS CO-OPERATIVE SOCIETY LTD

Background of cooperative

Location: Segero/Barsombe ward, Soy Sub County, Uasin Gishu County
Registered: 2017
Operational date: 13th July 2017
Members: Registered members, 40 (13F 27M)
Production: 65 tons per season, sold to local traders
Share capital: 590,000/=
Turnover: 5,000,000/= per season
Other activities: Maize production and dairy production
Staffing: No staff employed

Strategic plan: Strategic plan in place

Table 2: Assessment results Kimoluet Farmers' Co-Operative Society Ltd

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Mission and vision articulated well Strategic plan developed AGM and elections held regularly Roles clearly specified and discharged 	<ul style="list-style-type: none"> Mission needs to be communicated to member Strategic plan needs to be shared among all members Board lacks a wide range of skills, women and youth are not well represented Low member mobilization 	0
Adaptive capacity	<ul style="list-style-type: none"> Strategic plan developed Have strong network of partners with input, companies and buyers from markets and County government, Have member training and information sharing 	<ul style="list-style-type: none"> Strategic plan needs to be shared among all members Limited member involvement - mainly during AGMs Partnerships not formalized Performance not recorded and reviewed 	0
Management capacity	<ul style="list-style-type: none"> Have an experienced manager in cooperative management Management accessed finances from County cooperative to finance members Management has ability to develop budgets and execute. 	<ul style="list-style-type: none"> Lack of HR system policy Inadequate qualified staff in key positions Financial reports not audited and not presented to members 	0.25
Operation capacity	<ul style="list-style-type: none"> Adequate access to power Currently constructing a permanent office Adequate member communication 	<ul style="list-style-type: none"> Information management is not computerized Lack documented operational procedures Lack a strong asset base 	0.4
Supply, Processing and marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection Adequate extension service offered to members Adequate skills and support in crop protection and conservation 	<ul style="list-style-type: none"> Lack of input store for farmers Have no access to a cold storage facility Have no testing produce facility Inadequate produce grading at produce collection centers Challenges with value addition. 	0.18
Productivity and financial performance	<ul style="list-style-type: none"> High sales turnover Ability to repay loans efficiently 	<ul style="list-style-type: none"> Low profit margin Produce losses due to rejection 	0
Average capacity and Performance Score/ Index			0.17

SUMMARY

Kimoluet farmers' society has a great potential to produce huge volumes of tomatoes because they can all access water for irrigation and all farmers own large tracks of land for cultivation. The use of water pumps to pump water directly to their farm increases the cost of production because averagely the smallest parcel requires at least 20 liters of petrol. This cost could be reduced especially if an irrigation scheme would be established to serve the members. Alternatively, farmers would also reduce their costs of production if they would pump the water into tanks and use drip irrigation instead of overhead which increases disease incidences.

From the assessment results there is need to include women and youth so that more will also be attracted to join the society. Lack of implementation of the strategic plan will also slow the development of the society. As a society, there

is need to employ qualified staff to handle various issues instead of the board handling all issues including management and technical issues. The manager has experience having worked in other societies but failure to prepare financial reports and circulating to members will not move the group forward because members normally want to be informed of how their monies are handled.

The group has access to power but has not seen the need to computerize their systems, yet they access credit for members and cannot put all this necessary information in a system. Though the society is still young they need to have a focus so as to develop a plan of how to establish a good asset base. Tomato is a crop that has a lot of pests and diseases and the recommended chemicals are quite expensive, yet the society does not have an input store where members can access inputs at a subsidized rate. This makes production cost for members to be high thus reducing their profits. Tomatoes are highly perishable and when produce is ready for harvesting and markets are not available and farmers face a lot of post harvests loses. This is because the society lacks cold storage facility to store the produce even when there is glut. Many occasions the buyers determine the prices of the produce because farmers lack sorting and grading shed to grade and sell their produce according to quality. Finally, a lot of produce goes to waste due challenges with value addition because what is not taken fresh is always disposed as waste.

2.15.3 KUTSI FARMERS C.B.O

Background of cooperative

Location: Kuinet/Kapsuswa ward, Soy Sub County, Uasin Gishu County
 Registered: 2015
 Operational date: 11th February 2015
 Members: Registered members 33, currently 64 (30F:34M)
 Production: 7500kg per week, low season 4200kg per week passion fruit sold to Uganda, Woni exporters, Nelbark and essential seed processors
 Share capital: 150,000
 Turnover: 16,000,000 per year
 Other activities: Avocado production and dairy production
 Staffing: One staff employed
 Strategic plan: Strategic plan in place

Table 2: Assessment results KUTSI FARMERS C.B.O

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
Leadership	<ul style="list-style-type: none"> Mission and vision articulated well Board has good representation of women and youth with wide range of skills. AGM and elections held regularly Roles clearly specified and discharged 	<ul style="list-style-type: none"> Mission needs to be communicated to all member Low member mobilization 	0
Adaptive capacity	<ul style="list-style-type: none"> Have strong network of partners with input companies, exporters and County government, Have member training and information sharing 	<ul style="list-style-type: none"> Limited member involvement - mainly during AGMs Partnerships not formalized Performance not recorded and reviewed 	0
Management capacity	<ul style="list-style-type: none"> Management has drilled a borehole for water supply to members Management has ability to develop budgets and execute. 	<ul style="list-style-type: none"> Lack an experienced manager in cooperative management Financial reports not audited and not presented to members Lack of HR system policy Inadequate qualified staff in key positions 	0.17
Operation capacity	<ul style="list-style-type: none"> Adequate access to power Adequate member communication 	<ul style="list-style-type: none"> Information management is not computerized 	0

		<ul style="list-style-type: none"> Lack documented operational procedures Lack a strong asset base 	
Supply, Processing and marketing	<ul style="list-style-type: none"> Have a wide membership base for produce collection Adequate extension service offered to members Have adequate skills and support in crop protection and conservation 	<ul style="list-style-type: none"> Low produce intake during dry season Lack of input store for farmers Have no access to a cold storage facility Have no testing produce facility Inadequate produce grading at produce collection centers Challenges with value addition. 	0.27
Productivity and financial performance	<ul style="list-style-type: none"> High sales turnover Good farmer payment rates (75%) 	<ul style="list-style-type: none"> Low profit margin 	0
Average capacity and Performance Score/ Index			0.17

SUMMARY

KUTSI Farmers C.B.O has a great potential to grow because they have a good market and are offered good prices for their produce. Their location is an advantage because they are very near town and accessibility is good to buyers. Furthermore, if they are to value add their passion fruit to ready to drink juice they are next to a university which will offer a big market for their product. The only problem the group experiences is production of low volumes during the dry season. The group has borehole water drilled but distribution to members has not been done. The group also has a piece of land and given equipment's can start processing juice especially for produce that does not meet the export market requirements.

From the assessment results the organization has a good membership of youth and women which is good especially when it comes to the area which they can put under the crop because they are very active. The group also has a good network with partners although none of the partnerships have been formalized. They also lack an experienced manager in cooperative management which has led to the group not developing financial reports to be circulated to members. This has also seen the group not depositing money in the group account and developing a good asset base. The group is near town and has access to powers but has not purchased a computer to for information management. They have a wide membership base, but members cannot access inputs cheaply given that the group has no input store, yet passion fruit pesticides are quite costly. The group also lacks cold store facilities and testing facilities given that a lot of chemicals are used in production which may lead to chemical residues in the produce. Grading and sorting is done at individual farm level which result to different grades and this would have been sorted if they had a common sorting and grading shed.

2.15.4 MUSTARD SEED AMI- FARMERS COOPERATIVE SOCIETY

Background of cooperative

Location: Tembelio ward, Moiben Sub County, Uasin Gishu County
Registered: 2015
Operational date: 28th August 2015
Members: Registered members then 70 24F; 46M, 46 (12F 34M) currently,
Production: 6 tons per week, 2tons sold to Vegpro exporters
Share capital: 2,959,000
Turnover: 3,000,000/= per season
Other activities: Agro vet stores, Input distribution, dairy production, coffee
Avocado, passion and macadamia production
Staffing: 2 permanent staff, 5 casual staff employed
Strategic plan: Strategic plan in place, 3-year 2016 – 2019

Table 2: Assessment results Mustard Seed Ami- Farmers' Cooperative Society

Capacity Area	Strengths	Weaknesses/Challenges	Capacity Score
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Leadership	<ul style="list-style-type: none"> • Mission and vision articulated well • AGM and elections held regularly • Board has a wide range of skills, women and youth are well represented • Roles clearly specified and discharged 	<ul style="list-style-type: none"> • Mission needs to be communicated to member • Low member mobilization 	0
Adaptive capacity	<ul style="list-style-type: none"> • Have a well-developed strategic plan • Have strong network of partners with input, companies and exporters from and County government, • Have member training and information sharing • Performance recorded and periodically reviewed. 	<ul style="list-style-type: none"> • Strategic plan needs to be shared among all members • Not all Partnerships have been formalized • Limited member involvement 	0
Management capacity	<ul style="list-style-type: none"> • Have an experienced manager in cooperative management • Financial reports regularly audited and presented to members • Management accessed finances from County cooperative to finance members • Management has ability to develop budgets and execute. • Have qualified staff in key positions 	<ul style="list-style-type: none"> • Lack of HR system policy 	0
Operation capacity	<ul style="list-style-type: none"> • Adequate access to power • Have well computerized systems • Have a strong asset base • Adequate member communication 		0
Supply, Processing and marketing	<ul style="list-style-type: none"> • Have a wide membership base for produce collection • Established an inputs store • Have a shed for produce sorting and grading • Adequate extension service offered to members • Adequate skills and support in crop protection and conservation 	<ul style="list-style-type: none"> • Have no access to a cold storage facility • Have no testing produce facility • Inadequate produce grading at produce collection centers • Challenges with value addition. 	0.27
Productivity and financial performance	<ul style="list-style-type: none"> • High sales turnover • Ability to repay loans efficiently • Good farmer payment rates (over 75%) 	<ul style="list-style-type: none"> • Produce losses due to rejection 	0
Average capacity and Performance Score/ Index			0.05

SUMMARY

This cooperative has a great potential in horticulture production for both vegetables and fruits. This is because all members are committed and can produce throughout the year through irrigation. Most of the farmers have basic education and this make them easy to understand technical trainings in horticulture. The inputs stores make it easy for members to access inputs timely and at reasonable prices and this contributes to maintaining volumes and quality of produce. The cooperative also accesses loans from the county government at low interest rates and this money is used to loan members who use it for production.

The cooperative in question can be rated highly because they have what it takes in all the capacities areas they were being evaluated on. This is because with good leadership, an experienced manager with very good qualifications the organization can go very far. This coupled with the fact that the organization has a strategic plan and a strong network with partners can enable the group to collaborate in various activities especially where they cannot do it alone. Modern technology is always associated with development because it creates efficiencies and effectiveness in most systems. The society has a well computerized system and has employed qualified staff in key areas especially those dealing in finances and technical issues. The membership base of this society is wide, and this can give them a good volume of produce especially if they venture into contracts with export companies. Finally, the major challenge facing this society

is maintaining quality of produce due to lack of cold storage and testing facilities. Value addition of various produce especially passion is also still a challenge.