



Mount Kenya East Pilot Project for Natural Resources Management

**Training of Trainers course in Participatory Project Management
for NGO's, CBO's, Frontline Extension workers and Opinion
Leaders at E.A.S.T. College – EMBU**

23rd – 24th May 2005

By PROJECT MANAGEMENT UNIT¹

¹ Drawn by HYDE PARK COMMUNICATIONS

Map of MKEPP area

(not to scale)



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Abbreviations & Acronyms

ASAL	Arid and Semi-Arid Land
AWPB	Annual Work Plan & Budget
CBO	Community-based organization
CAPS	Community Action Plans
CBK	Central Bank of Kenya
CI	Co-operating Institution
CRS	Catholic Relief Services
DAO	District Agriculture Officer
DDC	District Development Committee
DEC	District Executive Committee
DEO	District Environment Coordination Officer
DFEO	District Forestry Extension Officer
DFRD	District Focus for Rural Development
DPCC	District Project Coordination Committee
DSDO	District Social Development Officer
DSS	Department of Social Services (Office of the Vice-President)
ERD	External Relations Department (Ministry of Finance and Planning)
ESP	External Service Provider
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field Schools
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GNI	Gross National Income
GoK	Government of Kenya
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
KARI	Kenya Agricultural Research Institute
KRDS	Kenya Rural Development Strategy
Ksh	Kenyan Shilling
KWFT	Kenya Women's Finance Trust
KWS	Kenya Wildlife Service
HIV/AIDS Syndrome	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICB	International Competitive Bidding
ICRAF	International Centre for Research and Agro-forestry
IFAD	International Fund for Agricultural Development
IGA	Income-generating activity
IMF	International Monetary Fund
M&E	Monitoring and Evaluation

MW&I	Ministry of Water and Irrigation
MoARD	Ministry of Agriculture and Rural Development
MoFP	Ministry of Finance and Planning
MoRPW	Ministry of Roads and Public Works
MoU	Memorandum of Understanding
MTEF	Medium-term Expenditure Framework
NALEP	National Agricultural & Livestock Extension Programme
NEMA	National Environmental Management Authority
NGO	Non-Governmental Organization
NRM	Natural Resource Management
NSWCP	National Soil and Water Conservation Programme
NIB	National Irrigation Board
PDF	Project Development Facility
PMU	Project Management Unit
PRSP	Poverty Reduction Strategy Paper
REAP	Regional Environmental Action Plan
RGS	River Gauging Stations
RSBMA	River Sub-basin Management Association
RUA	River Users' Association
PSC	Project Steering Committee
SDR	Special Drawing Rights
SHG	Self-help Group
SIDA	Swedish International Development Agency
SOE	Statements of Expenditure
SWC	Soil and Water Conservation
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNOPS	United Nations Office for Project Services
USAID	United States International Development Assistance
WRMA	Water Resources Management Authority
WB	World Bank
WUA	Water Users' Association
WUG	Water Users Group

Executive summary

The government's response to poverty reduction is a natural behaviour for a government to support its citizenry. MKEPP and other projects of similar magnitudes must be harnessed to generate tangible profit / benefits to the communities. To spread information rapidly is as important as the information itself. It's imperative to train Trainers of Trainers, so that the duplicating effect when training the community is gained and many members are reached simultaneously. A proven effective training method was adopted during the reported workshop, combining both instruction and discussions format. The mismanagement of natural resources forms the core reason for our poverty; to break away from this vicious poverty cycle is very difficult, but on coming together in groups we can overcome.

Workshop for Trainers of Trainers at EAST - EMBU

Introduction

The Kenyan population has been declining further and deeper into poverty in the recent past. Statistics show that the per Capita GDP in 1960 was much higher than it is today although it was interminently higher in the '70s and '80s. Kenya is a country of wide disparities both between regions and among income groups; absolute poverty ratio has continued to increase especially during the decade of the '90s. It stands at 64% (2003) from 46% in 1994. Over 70% of the Kenyan population is directly or indirectly dependent on agriculture and are rural based. Agriculture has heavy reliance on natural resources where mismanagement results in hunger and misery.

Parameters / Districts		Unit	Embu	Mbeere	Meru South	Meru Central	Tharaka
Population Density		People/KM ²	381	82	188	167	64
Absolute Poverty	1994	%	63	40	46	30	46
	1997	%	56	51	56	41	56
Monthly Mean Household Income		Kshs	7,505	-	14,428	6,248	14,428
Unemployment		%	5	-	7	4	7
Malnourished Children below age 5 yrs		%	24	-	34	28	34
Access to safe drinking Water		%	43	-	51	58	51

Source: The socio-Economic and political Profiles of Kenya Districts (Institute of Economic Affairs)

The population density has continued to increase over the years within the project area. This has continued to load much pressure on the allocation of natural resources and wealth. The Absolute Poverty (the % of the population leaving below the international poverty line) over a period of 4 years shown on table above increased by about 5% in all districts save for Embu, which showed some improvement. The monthly mean Household income indices indicates that the more supposedly resource poor and drier districts show higher household incomes than the others. The higher altitude districts relied mostly on tea, dairy and coffee. When these sectors collapsed, the cash incomes for the areas disappeared. The lower altitude districts relied on cotton tobacco as key cash crops, but also horticulture cereal grains, honey sales, river sand harvesting and charcoal. The collapse of the cotton found easy replacements from the wide range of alternatives. Some of these alternatives perhaps cannot be sustained for long for they are believed to deteriorate the fragile environments further especially charcoal burning. Also the smaller land sizes in the coffee / tea zones has reduced the volume of cash transactions within these areas whereas, the lower districts enjoy much larger (economical) land units.

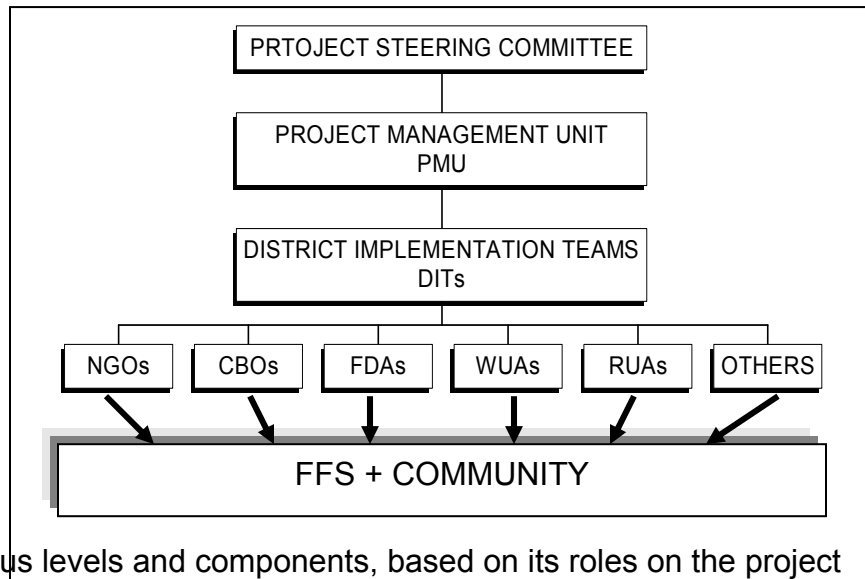
The Kenya government via its PRSP with the objective of reducing the proportion of people living in extreme poverty by half by year 2015 has come up with many sectoral strategies. In response to this scenario, the MKEPP was born to address the rural very poor, poor and those at risk of getting poor, using the River Basin Approach within the five targeted districts of Embu, Mbeere, Meru South, Meru Central and Tharaka. The project objectives were stipulated as follows:

- Effective and sustainable use of natural resources
- Improved access to water
- Better farming methods and water management practices,

This was coupled with an overriding goal of reducing poverty of the target population and enhancing equitable use of these natural resources with particular focus on environmental conservation.

To ensure the objectives of the project are met capacity building at different community levels was envisioned. Various groups were identified with different roles to ensure proper delivery of information.

MKEPP management structure



The various levels and components, based on its roles on the project implementation plan would require different training from the others.

The workshop was planned to train frontline government workers, NGOs, CBOs and opinion leaders on participatory MKEPP project management so that they are sensitized to train farmers and the rural community (beneficiaries) on MKEPP goals, objectives and their expected participation.

Methodology of workshop activities

The project area was defined as the river basins of Kapingazi / Rupingazi, Ena, Tungu, Mutonga / Kathinu and Kathita up to where they join Tana River. Further, 5 km of each side of the river with a few exceptional areas labeled ‘hotspots’ due to their significance to the project objectives such as hills, water projects etc. Within these broad area definitions, two Focal Development Areas (FDAs) were selected after a keen evaluation of the communities their resources and their felt needs. These areas form the initial units of operation for MKEPP and will be expanded and others reconstituted during the project life until the entire river basins are covered.

The workshop participants were selected from frontline government workers, NGOs, CBOs and opinion leaders (formal & informal) and other institutions operating within the FDA because they shape critically the activity and opinions

of the rural communities. The District community officers escorted these teams to the workshop from all the representative districts.

The workshop facilitators were teams from the PMU, who used instruction and participatory training methods to equip the participants for training communities in their respective FDAs.

The workshop began by a participatory searching for the expected outcomes of the workshop. These were agreed on by consensus as follows:

1. The participants will be knowledgeable about the intentions of MKEPP in addressing the social, economic and environmental issues in the river basins.
2. The participants will understand the context of prevailing problems in the river basins, share progressive ideas and learn from each other as an important step in becoming the touch bearers in sustainable management of river basins, both for the current and for the future generations.
3. The participants will become agents of change in empowering the community so that their daily activities reflect rational, legal and sustainable strategies in natural resource management for poverty reduction.
4. The participants will appreciate who contributes most to mismanagement of the river basins and how important it is to sensitize them to mitigate their inappropriate activities and responsibly replace them with other safer ones - these are the community members living in the region.
5. The participants will understand the roles of community in Natural Resources Management.
6. The participants will understand project financial management – type of activities to be supported MKEPP.
7. The participants will understand the roles of various levels of MKEPP management structure eg Project Management Unit (PMU), District Project Co-ordination Committee (DPCC) / District Implementation Teams (DITs) and Focal Development Area Committees (FDAs).

A follow up will be provided by the PMU and the DITs in the field to ensure the training of the communities is done to the utmost clarity and in line with the objectives central to MKEPP theme.

Papers presented

MKEP Project Overview

This paper outlined a short history of the project, how it was conceived, the various steps it has undergone to date as well as the players involved. The overall project goal was defined elaborately; project objectives and the various project components briefly discussed, namely;

- a) Water Resource use and Management, which involves River Basin Management and Community Water Development.
- b) Environmental Conservation and Management, which too has two components, Community Natural Resource Management and Ecosystem rehabilitation, & management.

- c) Agriculture for Rural Livelihoods, involving On-farm Soil & Water Conservation, Income Generating Activities and existing Marketing options.
- d) Community Empowerment, with sub-components of Community Development and Strengthening District Technical Capacity.
- e) Project Management

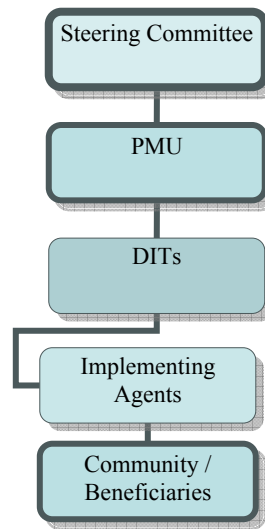
Project Overview

An overview of project costs and the allocation to its components was expounded on, which indicated that the key components of Water Resources management and Environmental Conservation take 37% and 28% of the funds respectively. The other components share the balance of 35%. The project timeline was explained, the coverage, targets, its approach and implementing agencies. It was noted that the project activities will be guided principally by Community action Plans (CAPs) which communities will prioritize as per their felt needs and existing local capacity guided by Participatory Rural Appraisals (PRAs) to be regularly done.

The paper noted that the project was being implemented during a period of many reforms in the country in general, in government, in political climate and socio-economic status. For example;

- Reforms in the Water Sector
 - Water Policy and Water Act 2002
 - Introduction of Water Services Board
- Reforms in the Environmental Conservation and Natural Resources
 - The proposed Forest Bill among others.

The project management structure was defined thus:



The river basins cut across the districts, but the district has the right infrastructural capacity for implementing the MKEPP. The districts therefore had to be included in the implementation plan of the project.

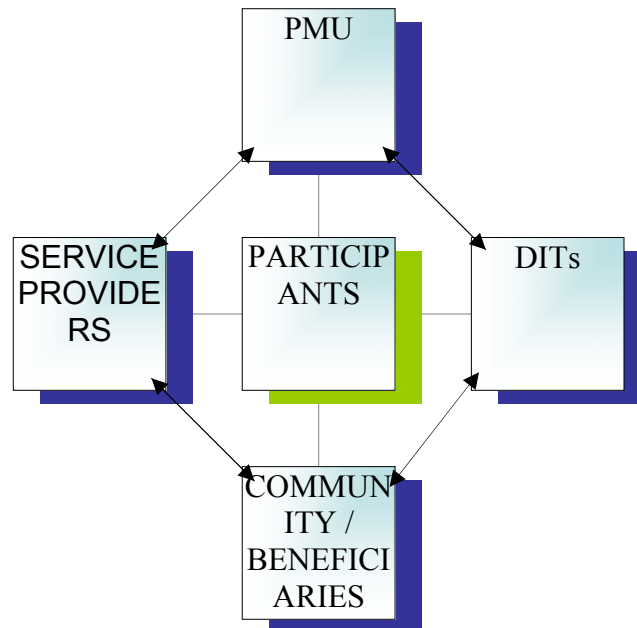
The first year of project implementation would undertake;

1. To create awareness over the project goals and objectives
2. Mobilization of human and other resources for project implementation
3. Capacity building at various levels of the project management structure
4. Procurement of project physical requirements

The project, it was noted, would not undertake any major constructions or civil works.

Water Resources Use and Management

The participants were challenged to identify themselves as the central players whose role would enable the beneficiaries obtain the intended information and change in accordance to the MKEPP goals and objectives. The participants were defined as the essential conduits between the envisioned poverty reduction strategy and the beneficiaries. If they did not provide the right leadership to the communities, then the good intentions of the project may never be known and / or implemented.



A general audit of water resources within the project area was well outlined, where surface and ground water resource dynamics and their relationships were discussed. The narrow balance between them was clarified and the possibility of destroying the entire water system with unit sector mis-management due to its domino effects, well explained.

Issues of water demand and use were outlined and challenges to resource management were observed as follows:

- Illegal abstractions
- River erosion and siltation
- Water quantity and quality
- Water pollution

The structure of how this important arm of the project intends to implement the core MKEPP objectives were well laid-out.

In terms of River Basin Development and community water development, the following featured prominently:

- a) Undertaking studies, inventories of the water resource and installing control devices with continuous monitoring. Also training of District Water Office (DWO) personnel on project activities.
- b) Establishment and strengthening of water / river groups like the RUAs, WUAs, by developing subsidiary legislations, by-laws, institutional support, training and establishing community based water resource information centres.
- c) Developing river catchment's management plans, which include assessments, strategies on formulating activity plans.
- d) Training of WUAs, caretakers and others
- e) Water development infrastructure – springs, rainwater harvesting, sanitation and hygiene.

The participants observed some contradiction where land titles declare boundaries on riversides as the centre of the river, yet conservationists insist some distance must be left out from use on both sides of the river to ensure strong river banks to withstand erosion. The matter, it was noted, is currently being addressed at policy level in government.

Environmental Conservation and Management

A segmentation of the project area into five key agro-ecological zones was well articulated, showing the significant variances on existing land-use practices and their relationships as components of the river basin ecosystem. The plunder of the environment from human activities was observed right from the Forest zone down to the lower Livestock zones. At every level the river water characteristics indicates how and to what extent the earlier zones may have managed or mis-managed the water resource. Turbidity, river valley structure, siltation and pollution / eutrophication were some of the qualities indicative of responsible usage of the water resource.

Some critical definitions were made to ensure the participants understand the presentation well, these included:

- Environment
- Ecosystem
- Natural resources
- Biodiversity
- Water catchments
- Conservation v/s Preservation
- Sustainability among others

Issues on environment degradation in the project area were outlined for the upper catchments zones to include:

- a) Failed 'shamba' system in the forest area
- b) Management of the natural resources is poor, no real inventory exists
- c) Human encroachment – grazing, charcoal, logging and others
- d) Institutional conflicts (forests / KWS etc)
- e) Human / wildlife conflicts
- f) Reduced forest cover

For the middle and lower catchments zones, the pertinent issues observed, were:

- g) Soil erosion and siltation
- h) Pollution and eutrophication
- i) Reclamation of wetlands
- j) Cutting trees for firewood and charcoal
- k) Encroachment to communal and trust lands
- l) Overgrazing and roadside erosion

The relationship between human activities and the state of environment in the project area were clearly outlined and appropriate interventions suggested.

These included:

1. Streamlining conservation and management policies and harmonize institutional mandates for various departments involved
2. Conducting a comprehensive audit of the natural resources especially the forests

3. Raise the capacity on environmental education
4. Establish community based soil and water conservation measures in most vulnerable areas
5. Increased participation of the communities in conservation matters and
6. Understanding the intrinsic value of wetlands.

It was noted that to a large extent, the effort put on reducing and prohibiting tree cutting does not yield intended results because no practical alternatives to energy supply are recommended / provided. It was also observed that albeit the charcoal business being enormously huge (but banned), some policy guidelines need to be developed. The resources being utilized in enforcing the ban were declared mis-placed. A new approach must be developed, encompassing the community's opinions so that the adoption is inherently community owned. It was suggested that emphasizing on tree planting might yield better results without necessarily banning cutting down trees.

Farm forests and agro-forestry featured as the areas where tree replanting and reforestation will depend on in future especially in the project area. Proper methods of quantifying of the tree monetary value should be established so that the rural populace can have guidelines to the real value of their trees.

Agriculture for Rural Livelihoods

The region's agricultural and livestock systems were explained and their effects on soil erosion and degradation noted. Agricultural marketing was noted to be a major limiting aspect amongst the districts located out of the Embu – Meru road. The roads are very poorly maintained and sometimes absent, thus excluding the farmers from mainstream markets. The project area has basically small-scale farmers who face significant constraints. Food insecurity was noted to result due to (as per participants views):

- Inadequate and unreliable rains
- Diminishing land sizes after repeated subdivisions
- Low land productivity because of poor natural resources management (high costs of production – due to high input requirements)
- Imperfect markets
- Limited diversification options
- Inadequate access to irrigation water
- Inappropriate production technology
- Lack or limited credit

These factors, when addressed, form key mitigating interventions for the MKEPP area.

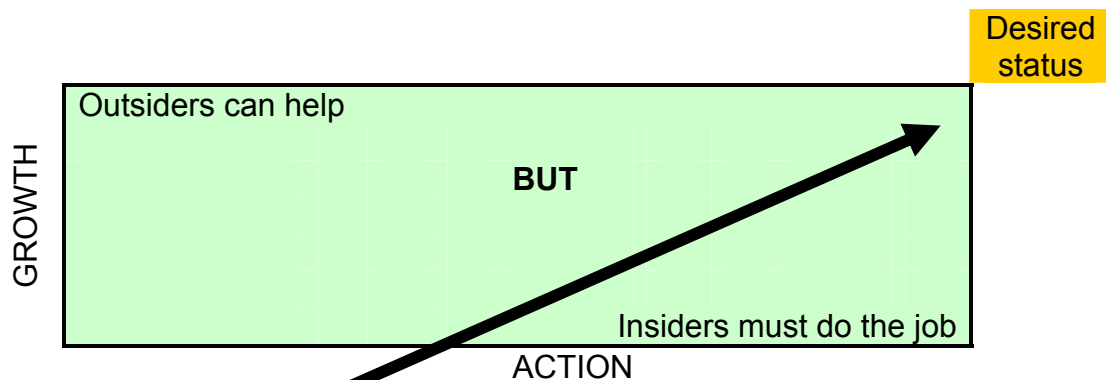
The objective of this unique component of the MKEPP was declared as: **'To increase food security and reduce poverty at the household level through sustainable on-farm & off-farm incremental food production and on-farm & off-farm income generating activities'**.

These objectives will be met through:

- a) Adopting sustainable on-farm soil and water management, involving soil and water conservation, water harvesting and storage, and soil fertility preservation.
- b) Innovative alternative Income Generating Activities (IGAs) and
- c) Strategic marketing – having most of the information on market demands and supply accurately and on time.

Community Empowerment

To achieve sustainable development initiatives in rural areas, the rural communities must be involved in all phases of the project cycle. They are the beneficiaries and must own-up its processes to meaningfully impact on them. The project should be based on the premise below:



All outsiders can do is help by facilitating the mobilization and logistical processes towards achieving the desired project goals. The community (insiders) must do the job and own the entire process of project cycle. This is why any meaningful activity of the project implementation is based on Community Action Plans (CAPs) so that it addresses a felt need from that specific community.

The challenges facing the MKEPP were outlined as:

- a) Transferring smoothly collective responsibility from those who conceptualized the project (policy level) to communities for natural resources management practices.
- b) Ensuring that good governance practices are engrained in community institutions for effective management of the program
- c) Ensuring sustainability and replication of the program while still ensuring that the expected benefits are attained and are equitably distributed among the community members.

The project assumes that once the communities are aware of their actions, they can be mobilized to mitigate them. The packages of change can be unfolded and grasped well especially where there's a sense of community responsibility. This process can only be driven powerfully if there are strong community organizations and institutions. If river-based organizations are well governed then issues like over-abstraction of water up-stream would be controlled, erosion, siltation and pollution, poor agricultural yields due to soil erosion, destruction of forests, wetlands, and generally the catchments area as well as marketing of

agricultural produce would be handled smoothly. During the discussion methods of organizing groups, mobilizing and providing the desired leadership were explored.

Project Management

This section involved two areas:

- **Project Finance Flow** – project funds were well tabulated and the existing tentative budget shown. It was clearly explained that proposals and activities that fell out of the definitions of MKEPP, will not be financed but will be considered for on-ward delivery to other institutions willing to help. It was emphasized that the overall MKEPP funding was via a repayable government loan; hence expenditure must strictly be in tandem with the initial terms and conditions of the loan. All activities emanating from CAPs will be considered for financing. A Project Implementation Manual (PIM) has been prepared with elaborate explanations on the processes to obtain funds and relevant ‘forms’ for defining criteria on what will be considered, are provided as well as the government procurement procedures. [This manual is still in draft form, thus not available until discussed and approved).
- **Monitoring and Evaluation** – the presentation started by defining the terms Monitoring & Evaluation, distinguishing them from policing roles widely believed to be its main function. It is a continuous judicious audit of activities and the resources. Any important process must have clear targets to be achieved, clear benchmarks to start on must be defined and measurable yardsticks on progress set along the process so that the right path is maintained. M & E arm of the MKEPP will generate reminder reports among its many other functions to always align the daily activities of the project with the ultimate goal of poverty reduction.

Group work

During the group work session, the participants were randomly set into five groups ensuring all stakeholders are represented. They were provided with two broad questions for discussion. The guide questions were explained well for clarity to the participants. These were:

Q1

Given the existing functions of each of the stakeholders (Civic leaders, NGOs/ CBOs and government officers) in the community, which roles and responsibilities is each best placed to undertake at the FDA level in the MKEP Project?

Responses

Civic Leaders

- Community mobilization
- Interpretation of policies and act as community watchdog – link to political environment
- Giving support to the communities and be ex-official members of FDA
- Create the right political environment for project implementation

- Source for booster funds from local authorities
- Guide community in prioritizing the projects
- Be role models in community conflict resolution
-

NGO/CBOs

- Community mobilization
- Training
- Support in writing community project proposals
- Funding of supplementary projects
- M&E of community projects ie assist in developing M&E tools
- Own, implement and sustainably manage the project
- Sensitize beneficiaries on their rights in various contexts of the project
- Enhance collaboration and networking with project stakeholders and provide data for monitoring and evaluation.
- Promote advocacy on good governance through lobbying.
- Help soliciting for funds from other donors

Government officers

- Support project by providing technical skills and other related services eg registration
- Community mobilization and provision of security
- M&E of the project
- They are and implementing agency
- Provide a framework to safeguard proper utilization of project funds
- Be custodian of data on communities and project progress
- Collaborate and link the communities to donors
- Interpret government policy for the community
- Conducting PRA to be used in CAP development
- Organize FFS, demonstrations on the various technologies for the community
- Provide enabling environment for project implementation for all other actors
-

Q2

List the crucial issues that you feel need to be put across to the IFAD Mission in July to make the MKEPP better.

Response

- MKEPP should include other relevant projects adjacent to FDAs.
- The community should be fully involved at every stage of the project cycle.
- The roles and responsibilities for each player need to be clarified.
- The set schedules should be strictly adhered to

- There should be a genuine partnership between all players
- There should be involvement of all stakeholders during the development of CAPs
- Other ministries eg Education, Health should be included in the project.
- Communication infrastructure between FDAs, PMU, DPCC and the community – Telephones, roads etc

SWOT Analysis of the workshop

Strengths

1. The workshop was well attended with over subscription of invited participants. The representation was good with all districts and most community based organizations of the area represented fairly.
2. Discussion atmosphere was friendly, questions were well thought an open.
3. The participant's composition was youthful and vibrant, with some brief background of the project and required little coaching save for clarifications.
4. The participants were resident, thus making the workshop relaxed without time-rush.
5. The presenters were well prepared with simple but informative participatory presentations coupled with reference handouts. These were observed from the voluntary recaps, made by the participants.
6. Impeccable support facilitation provided by HydePark Consultants.

Weaknesses

1. Some presentations were long for the comfort of adult learners
2. The workshop plan of activities was not strictly followed.
3. Invitation to attend the workshop did not give ample time to some participants to prepare.

Opportunities

1. The success of MKEPP will avert a looming conflict over water and address poverty issues not only to the project area but also to the entire Mt. Kenya and the Tana Basin.
2. The program can be replicated to other areas.

Threats

1. There is a possibility of overstretching the project activities.

Appraisal

An appraisal was done at the end of the workshop on general organization issues and data analyzed as hereunder:

Particulars	% Score									
	10	20	30	40	50	60	70	80	90	100
Facilitation					2		4	10	2	
Presentations				1	2		1	6	9	
Workshop Contents					1	2	5	5	5	1
Participation			1	1	1	4	1	3	8	
Welfare		2		40	3	6	2	1	1	
Logistics		1	1	1	5	3	3	1	2	2
Workshop reference materials					1	1	4	5	3	
Others (specify)										

Median = 80%

- The majority of the participants feel that the workshop was conducted at above 80% satisfaction
- Presentations and workshop participation were rated highest followed by facilitation, workshop material contents and reference materials. Logistics and welfare issue were ranked poorest.

Conclusion

Workshop of this nature are particularly important to the field officers and should not be held as one – off phenomenon, but rather be made shorter but more frequent. Significant depths of the various topics presented, will require more time and elaborate discussion so that the underlying tenets are perceived well. The need for more sessions of this type cannot be over-emphized.

Appendices

1. Program of Activities
2. Presentation papers
3. Lists of participants
4. Sample certificate awarded
- 5.
- 6.

Program of Activities

Training program – ToT course for NGOs, CBOs, Opinion Leaders and Frontline Extension Workers

TIME	ACTIVITY	RESOURCE PERSON (S)
Introduction – lead by MoC		
08.30 – 08.50 am	Welcome remarks	PMU Manager
08.50 – 09.10 am	Opening	PMU
09.10 – 09.40 am	Keynote address	"
Session 1 - lead by a Chairman		
09.40 – 10.00 am	MKEPP aims & Objectives	PMU Manager
10.00 – 10.40 am	Tea Break	
10.40 – 11.40 am	Catchment conservation	PMU
11.40 – 12.20 noon	Roles and responsibilities of communities	
12.20 – 12.50 pm	Resource Mobilization	
12.50 – 01.00 pm	Sources of conflict in resources utilization and mgnt	
01.00 – 02.00 pm	Lunch Break	
Session 2 - lead by a Chairman		
02.00 – 02.40 pm	Gender concerns and resources utilization and management	
02.40 – 03.20 pm	Community Participation and development	
03.20 – 03.30 pm	Community mobilization and registration	
03.30 – 04.10 pm	Tea Break	
04.10 – 05.10 pm	Group Discussions	
05.10 – 06.00 pm	Plenary session	
Session 3 - lead by a Chairman		
08.30 – 09.30 am	Review on Lessons learnt	
09.30 – 10.30 am	Marketing issues and IGAs	
10.30 – 11.10 am	Tea Break	
11.10 – 11.50 am	Catchment approach to soil and water conservation	
11.50 – 12.50 pm	Integration of community initiatives in development	
12.50 – 01.00 pm	Discussion & Questions	
01.00 – 02.00 pm	Lunch Break	
02.00-3.30pm	Group discussions	
03.30- 4.30pm	Plenary sessions	
04.30- 5.30	Evaluation and closure	PMU