



**GENDER INCLUSIVE VACCINE ECOSYSTEM – ENHANCING DISTRIBUTION  
AND DELIVERY SYSTEM FOR NEWCASTLE DISEASE (NCD) AND CONTAGIOUS  
CAPRINE PLEUROPNEUMONIA (CCPP) VACCINE AMONG SMALL HOLDER  
FARMERS IN MAKUENI**

**Report of Group and Co-operative Leaders Training on  
Marketing and Networking**



Nov/Dec 2021

## **Preamble**

The GIVE project team conducted training sessions for cooperative and group leaders on Marketing and Networking across all the six intervention sites. The training was conducted over a 12-day period (2 consecutive days in each ward) but in two parts of 6 days each staggered a month apart. The first part was conducted between the 15<sup>th</sup> November 2021 and 20<sup>th</sup> November 2021 in three wards and the second between 6<sup>th</sup> and 11<sup>th</sup> December 2021 in the remaining 3 wards. A day's training session lasted about 3 hours and was conducted in Swahili and Akamba languages. The training attendees included leaders of different poultry rearing and self-help groups, interim officials of newly formed farmer cooperatives and management committee members of existing farmer cooperatives. The training aimed at equipping the leaders with marketing and procurement skills core in marketing their chickens collectively and on collective acquisition of farm inputs so as to leverage on the economies of scale. The training also sought to link the leaders with market players who buy chickens and those whom supply farm inputs as a way of ensuring sustainability of co-operatives/groups. Training on gender aimed in equipping the trainees with knowledge on the importance of considering gender aspects at the chicken production, transportation and marketing levels. A total of 187 (82.4% women and 17.6% men) group and cooperative leaders took part in the marketing and networking training across the six intervention sites. The GIVE project team members affiliated with the Co-operative University of Kenya among them Prof. Kennedy Waweru, Dr. Obadiah Okinda, Dr. Lucy Kiganane and Alex Nzioki spearheaded the marketing and networking training while Prof. Salome Bukachi, Dr. Dalmas Omia, Dr. Maria Ngutu and Mercy Mbithe affiliated to the University of Nairobi conducted the gender training.

## **1.0. Background of the GIVE Project and Objectives of the Marketing and Networking Training**

The Gender Inclusive Vaccine Ecosystem (GIVE) Project is a three-year action research that seeks to empower smallholder women farmers in Makueni County in chicken and shoats' production through enhanced access and utilization of ND and CCPP vaccines. Sustainability of the GIVE project activities within the study setting is heavily hinged on collective action which is best achieved through formalized chicken farmers' groups and cooperatives. Formation of poultry farmer groups and co-operatives and strengthening of existing ones is one of the strategies being used to achieve the project objectives and enhancing access and uptake of ND and CCPP vaccine through joint acquisition of inputs and services like vaccination as well as easing of access to markets leveraging

on economies of scale. To achieve this, leaders of different poultry rearing and self-help groups, interim officials of newly formed cooperatives and management committees of existing farmer cooperatives drawn from the six project intervention sites were identified and invited for training.

The training was meant to equip the trainees with marketing skills and link them up with market players in the chicken production and marketing sub-sector. Key training objectives were to: (i) Equip group and cooperative leaders with the knowhow on strategic decisions a co-operative/group has to make in the process of service provision to members, (ii) Equip co-operative/group leaders with knowledge to ensure members satisfaction, (iii) Equip the leaders with skills to appreciate the importance of collective acquisition of inputs and collective marketing, and (iv) Engage cooperative / group leaders on gender issues in the chicken production and marketing space.

## 2.0. Training Exercise

### 2.1. Mobilization for the Leadership Training Exercise

Leaders from groups/co-operatives who participated in the first round of training (Leadership training) were contacted on phone and through local administrators (chiefs, assistant chiefs and village elders) and invited for the 2-day Marketing and Networking training in their respective wards. Mobilization was done by the GIVE project staff at least one week prior to the training. The dates and venues for the leadership training sessions per ward are shown on Table 1 below.

**Table 1. Schedule of the Marketing and Networking Sessions per Ward**

Sub-County	Ward	Date	Venue
<b>Kibezi East</b>	Mtito Andei	15 <sup>th</sup> /16 <sup>th</sup> Nov 2021	Kiteng'ei Chief's Office
	Masongaleni	17 <sup>th</sup> /18 <sup>th</sup> Nov 2021	Baptist Church Ndauni
<b>Kibwezi West</b>	Makindu	19 <sup>th</sup> /20 <sup>th</sup> Nov 2021	Makindu Chief's Office
	Kikumbulyu North	10 <sup>th</sup> /11 <sup>th</sup> Dec 2021	ACK church Kisayani
<b>Makueni</b>	Kitise	6 <sup>th</sup> /7 <sup>th</sup> Dec 2021	KR D Office
	Kathonzweni	8 <sup>th</sup> /9 <sup>th</sup> Dec 2021	Full Gospel Church



## 2.2. Structure of the Training and Mode of Content Delivery

The training sessions were facilitated by the GIVE project team affiliated to Cooperative University of Kenya and the University of Nairobi. The sessions were conducted in Swahili and Kamba languages and were participatory in nature - incorporating group discussions, lectures, brainstorming sessions, individual stories and experiences, presentations among others (Figure 1). The training was structured to start with a short lecture session to introduce the agenda and key concepts, after which the participants were organized into groups for discussion with feedback provided at the plenary. This provided an opportunity for the participants to reflect in-depth and inform the gender discourses important for empowerment of chicken farmers particularly through leveraging on collectives.



**Figure 1. Group discussion underway during the Marketing and Networking training at Kikumbulyu North ward**

## 2.3. Training Participants

A total of 187 individuals took part in the marketing and networking training across the six intervention sites (Table 2). Women made up 82.4% of the marketing and networking training attendees with men accounting for 17.6%.

**Table 2. Training participants per ward and gender composition**

Ward	Total No. of Trainees	Men	Women
Mtito Andei	39(100%)	7(18.0%)	32(82%)
Masongaleni	37(100%)	7(18.9%)	30(81.1%)
Makindu	42(100%)	4(9.5%)	38(90.5%)
Kitise	23(100%)	5(21.7%)	18(78.3%)
Kathonzweni	16(100%)	3(18.8%)	13(81.2%)
Kikumbulyu North	30(100%)	7(23.3%)	23(76.7%)
<b>Total</b>	<b>187(100%)</b>	<b>33(17.6%)</b>	<b>154(82.4%)</b>

**Training Content/Module**

For each intervention site, the training was structured into four key modules (with several sub-modules) that lasted about 90 minutes each (Table 3)

**Table 3. Training Schedule and Content/Module**

Day	9.00am - 10.30am	10.30am - 12.00noon
<b>Day 1</b>	Module 1: Service Provision to Members.	Module 2: Markets and Marketing.
<b>Day 2</b>	Module 3: Collective Acquisition of Inputs.	Module 4: Gender in Chicken Production and Markets.

A number of sub-modules were covered under the four main modules. With regards to **Service Provision to cooperative / group members**, the sub-modules covered include:

- ◆ Definition of Service Provision
- ◆ Understanding the needs of members
- ◆ Prioritization of the needs/needs assessment.
- ◆ Who to offer the service; Internally or Externally?

Under **Markets and Marketing**, the sub-sections covered include:

- ◆ Definition of Market
- ◆ Market Information, Sources and ways of obtaining market information
- ◆ Identification of Market/s
- ◆ Collective Marketing
- ◆ Market Players

With regards to **Collective Acquisition of Inputs**, the training focused on:

- ◆ Collective Purchasing
- ◆ Procurement Process
- ◆ Storage and Stock Management
- ◆ Selling the Service

With regards to **gender concerns in chicken farming**, the following aspects were covered:

- ◆ Gender and production dynamics at households; who is involved, their roles, possible challenges and solutions
- ◆ Gender and transport for seeking markets or sourcing services and inputs for chicken farming- What are the modes of transport available? What is the need for transport? Who is involved, their roles, possible challenges and solutions
- ◆ Gender and markets/marketing dynamics; who prepares eggs/chicken for marketing, who sells, middle persons (who are they, preference for men and women), challenges in marketing and possible solutions

A number of training aids were used to enhance the content delivery among them training manuals, visual learning aids (Figure 2), flip charts among others.

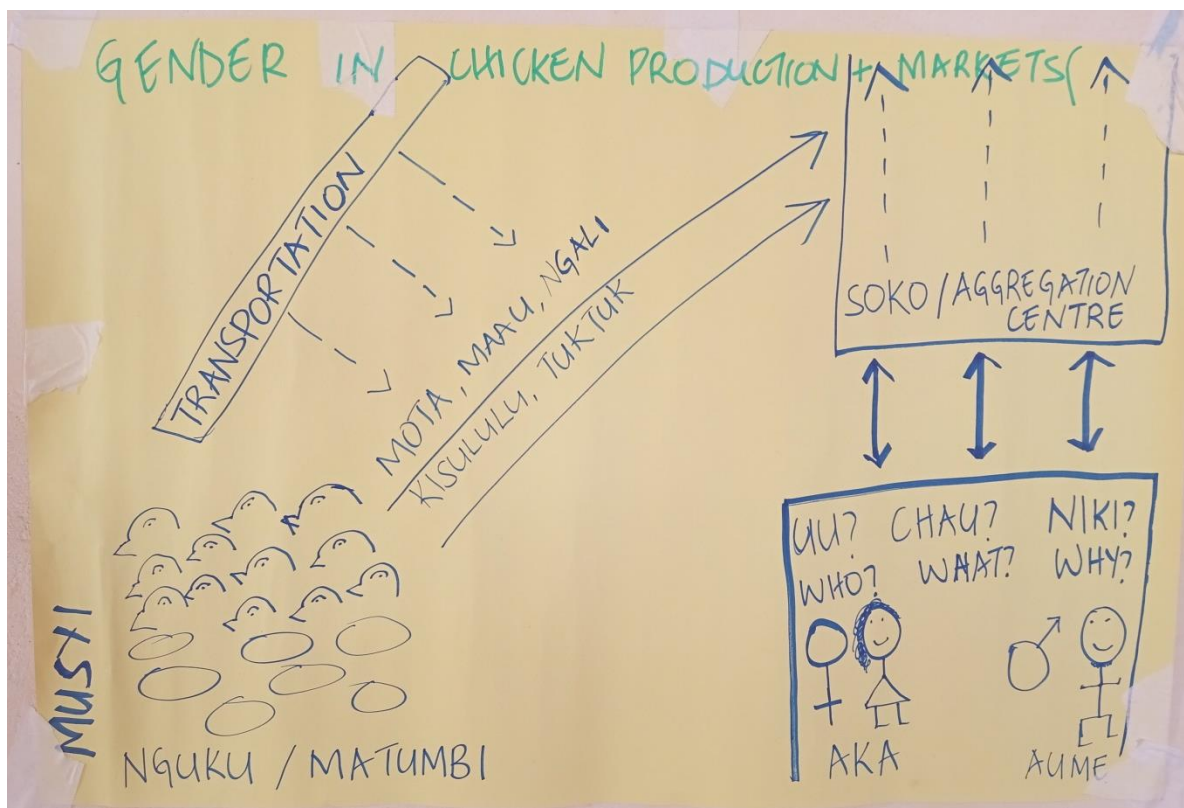


Figure 2. Visual aid illustrating Gender in Chicken Production and Marketing

### 3.0 Outcome/Feedback from the Leadership Training Sessions

#### 3.1. Collective Action (Marketing)

Collective action may be challenging but it plays an important role in enhancing competitiveness by reducing costs. It also increases the bargaining power for the smallholder farmers. Collective action involves working together and assigning each member a role while leveraging on the small outputs from each member. This in turn leads to increased economies of scale. The training focused on collective marketing and collective acquisition of inputs for the smallholder chicken farmers. Being among the key influencers in their respective collectives, co-operative and group leaders were trained on the benefits of collective purchasing and marketing.

From the sessions, it was established that no group or co-operative had practiced collective marketing as at the dates of the trainings across all the six study sites. However, from the group discussions, it was apparent that the trainees were conversant with the benefits of collective marketing, as group presentations elicited the following benefits:

- ◆ High bargaining power when the sale of chickens is done collectively.
- ◆ Reduced costs on expenditure citing example of reduced transportation cost.
- ◆ Collective marketing saves time since each farmer is not involved in taking chickens to the market.
- ◆ Collective marketing strengthens and enhances growth of the group/co-operative.
- ◆ Collective marketing enhances ease in accessing market information.
- ◆ Through collective marketing, groups/co-operatives gain competitive advantage.
- ◆ Collective marketing ensures that the risks are shared as opposed to being borne by an individual.
- ◆ Through co-operatives/groups farmers can easily add value to their produce hence fetch better market prices after value addition.

##### 3.1.1. Market Information

Cognizant of the fact that chicken farmers in groups or co-operatives will be operating in a free market economy characterized by many sellers and buyers with low barriers to exit and entry, it was deemed important to provide training on market information, sources and ways of obtaining market information. Market information is useful in designing and updating the marketing strategy. Monitoring, collecting and analyzing market information is very crucial for any business enterprise. Consequently, actors will face a lot of competition and therefore, tracking market trends help the farmer groups or co-operatives to stay ahead of their competitors. Trainees were informed of the type of market information required for chicken keepers and ways of obtaining the market information.

#### **Summary of *market information needed by groups or co-operatives***

- ◆ Market price for the chickens
- ◆ Market demand; breeds of chickens or eggs needed in the market

- ◆ Competitors; who are the other market players
- ◆ Marketing channels of competitors

### ***Summary of sources of market information***

- ◆ Group/co-operative meetings
- ◆ Market Referrals
- ◆ Networking
- ◆ Through the media
- ◆ Conducting market surveys
- ◆ From competitors
- ◆ Barazas
- ◆ Through window shopping

### ***Seven Ps in the Context of Chicken Marketing:***

The concept of 7 - Ps of marketing was broken down for the trainees and linked directly to the chicken marketing. The trainees were informed that the 7 Ps of marketing are core when selecting the strategies to be used to address the unique needs of the chicken market. The trainees were taken through each of the Ps as summarized below:

- i. Product; what they are selling - in this case chicken and chicken related products
- ii. Price; how much they intend to charge for the chicken and chicken products and what determines the market price.
- iii. Place; where they intend to sell their chicken and chicken products.
- iv. Promotion strategy; how they intend to promote their chicken and chicken products to the buyers/ markets.
- v. *Packaging; how they intend to package* their chicken and chicken products (quality aspects) for their customers.
- vi. Positioning; understanding where your product stands in relation to others offering similar products in the market as well as the mind of the consumer. Good position makes a product unique and makes the users consider using it other than what competitors are offering.
- vii. People; who their target customers are and what their preference in terms of type of chicken and/or quality is.

### ***Market Identification:***

Market identification involves selection of one or more market segments or groups of customers that should be targeted in the marketing mix while seeking to address the unique needs of that particular market. The trainees were taken through the 5 Ws of marketing that are useful in identifying a market for their chicken and chicken products. The 5 Ws of marketing covered include:

- i. Who? The co-operatives/groups leaders were guided in identifying their potential, current and former buyers of chicken and their products.



- ii. What? The importance of understanding the needs, wants and preferences of the chicken customers was emphasized. The preferences being chicken quality, variety among other desirable characteristics.
- iii. Where? The co-operative/groups understanding where its potential customers are and how to reach them.
- iv. Why? Understanding your customer needs and want; asking yourself why that need.
- v. When? Understanding when the demand for your product is high. When does your target market interact with your product?

### ***Potential markets for chickens***

The trainees together with the trainers collectively identified potential markets for the chicken and chicken products within the study settings that collectives can easily explore. These included: hotels and restaurants, local open market, farm gate direct, to brokers, to aggregation centers, to co-operatives, to online sources customers and to institutions like hospitals, schools, colleges and churches.

### **3.2. Service provision to group / cooperative members**

The importance of service provision for group and cooperative members was emphasized and the cooperative and group leaders taken through a number of services that their groups/co-operatives can offer to its members.

- i. Financial services, capital
- ii. Vaccination services
- iii. Brooding services and provision of chicks to the farmers
- iv. Quality chicken feeds
- v. Marketing of its members' chickens and chicken products
- vi. Provision of training and educational materials for their members.
- vii. Value addition for their members' chicken products
- viii. Transportation services to or from the markets
- ix. Advice and help in the construction of chicken housing
- x. Sourcing for inputs (drinkers and feeders, incubators, heaters, chicken feeds, chicken vaccines and drugs) for its members.

### **3.3. Gender in chicken production and marketing**

#### **3.3.1 Chicken rearing roles**

Chicken rearing roles identified included; cleaning, feeding, treating/vaccinating chicken, brooding, collection of eggs, caring for the hatched chicks, record keeping, buying of feeds. Mostly, it was reported that these activities were carried by women (except treatment and collection of chicks/eggs

which could be done by both) with help of children when available and sometimes men. The latter depends on the age of the man/couple; the kind of relationship they have.

### **3.3.2. Participation of men and women in chicken production**

The issue of who owns the chicken as well as sharing of roles at the household level were raised with a lot of discussion around them. Varied stances on ownership were evidenced through the small farmer discussion groups based mostly on who performs the chicken-related activities and size of the flock. In relation to ownership based on chicken related activities, most of the participants and particularly women were of the opinion that chicken belong to the women. There was a consensus in most of the sessions that when chickens are kept on commercial basis, ownership shifts from 'women' to household as men get more involved in terms of shared roles and decision making. However, even on small scale, most men reported chicken as a household property citing that chicken serves as home insurance for all members' needs. Nevertheless, there was consensus that when the chickens are few they are considered as belonging to women. However, when the chickens are many, (possible source of income), then they belong to the household with shared decision making between the men and women.

Nearly all the FGD sessions across the six wards highlighted a positive shift in men's involvement in day to day chicken rearing activities. However strong divergent opinions were noted in Makueni and Kibwezi sub-counties. For instance, in Kitise ward within Makueni sub-county, the FGD participants unanimously agreed that men seldom take part in chicken roles like sweeping, watering *"We as women are used to doing these activities, we no longer give it much attention whether men are helping or not"*. In Kathonzweni ward, within Makueni sub-county, aspects of cultural gender role expectations of men and women came up during the discussions on how things have always been done.

While from the outset participants mentioned that it is important for all household members to participate in chicken production activities; men and women equally, it was noted that while this was the ideal, the reality was that in the community; given the prevailing gender role dynamics, it is not the norm that men help out in the chicken production roles. The participants agreed that while they are still working as a community to ensure that people take on chicken production roles not because they are men or women but due to scarce opportunities and limited resources, they remain alive to the fact that they live in a society where people are accustomed to doing things in a particular way. For them the important aspect was for households to work in harmony and agree that chicken production is important for their livelihoods. With such agreement then the household members especially men and women can then have task sharing dependent on their availability

It was generally agreed in most of the wards that men may not directly take up tasks that are traditionally assigned to women like cleaning, watering and feeding chicken but are normally involved in supporting the chicken rearing venture in their households indirectly by providing money for chicken rearing inputs, physically going to buy feeds, medicine/vaccine; transport the chicken and eggs to the markets, repairing chicken house among other actions. It was thus clear that

the chores commonly carried out by women in chicken production haven't necessarily been taken up by men, however, men are participating indirectly in chicken production by offering supportive and facilitative roles.

As they work on chicken farming, families are now working as a team to produce and sell chicken. As chicken farmers think of addressing challenges of accessing services, inputs or finding markets for chicken, cooperatives/collectives offer a good platform. For cooperatives / collectives to work even with gender dynamics considered, the first place of engagement is at the household level so that men and women can agree to work together.

### **3.3.3. Gendered constraints at the production level**

General challenges associated with chicken production at home were; disease outbreaks which kills flock leaving farmers at loss or demotivated, lack of money; to have proper chicken structure, buy feeds, medicine and vaccines. Lack of exposure, inadequate chicken rearing skills and poor/lack of transport means. Participants also identified challenges specific to men and women affecting production levels at home. For men, lack of money to promote chicken production was identified as the major challenge and being left out on ownership of chicken projects by women. Other challenges specific to men included:

- ◆ Lack of time to carry out domestic activities
- ◆ Most men not being in groups, hence miss out on lots of opportunities
- ◆ Not likely to get men in the domestic sphere
- ◆ Most men dislike being associated with chickens

Women specific challenges limiting their production ranged from limited knowledge on chicken rearing which the participants attributed to women having limited time and being denied permission by their spouses to attend social gatherings (groups) or look for supplementary income. This was reported as a hindrance to women access to information, capital, and opportunities for sharing relevant knowledge such as the proper chicken breeds and good husbandry practices. Lack of capital and economic dependence mostly through reliance on one source of income and having limited or no say on that income was reported as another challenge affecting women chicken production. Men disassociating with chicken rearing and regarding it as 'women affair' was reported as a factor leading to low support on chicken rearing such as getting necessary equipment, feed and drugs/vaccines. Other constraints to women's participation include:

- ◆ Limited knowledge of good chicken husbandry practices.
- ◆ Poor breeds which is often attributed to lack of finances to acquire better breeds.
- ◆ Lack of commitment in chicken rearing with majority of the women not keeping chickens for business purpose thus not taking the venture with the seriousness it deserves.

### **Suggested remedies to some of the constraints:**

- ◆ Continuous training on good chicken husbandry practices.
- ◆ Have field days to promote exposure on good husbandry practices
- ◆ Chicken projects to cease being ‘a woman affair’ to men and women owning them together. Participants claimed that this would promote good planning and discussions between a man and a woman on goals for chicken rearing, consensual agreements on selling as well as improve men’s support.
- ◆ Both men and women to begin taking chicken rearing venture seriously, mostly as an important source of income

### **3.4. Gender and transportation**

The most common means of transportation in the study settings were: walking, motorcycle, bicycles and public service vehicles. Bicycles were mostly owned by the households but most motorcycles belonged to men and women did not have authority over them. It was reported that some men disliked being seen carrying few eggs or chicken but were conformable transporting many chicken eggs/chicken using a bicycle or a motorcycle.

### **Challenges around transportation to and from the markets:**

Most women who were involved in transportation of chicken to the market hired means of transport unlike men, who had their own means like bicycles or motorcycles. Participants indicated that high transportation cost sometimes exposed farmers particularly women to exploitative middlepersons. Other challenges highlighted include:

- ◆ Women being denied motorcycles to transport the products or to acquire the inputs by the household heads.
- ◆ Poor roads networks and long distances to the market centers which increased transportation cost rendering it difficult for the farmers to get inputs like chicken feeds, drugs and vaccines
- ◆ Volume under transportation; men carry more chickens compared to women because they own/they have the means of transportation thus more income to men.
- ◆ Men take lesser time compared to women; fetch better market prices.
- ◆ Losses: Death of chickens under transit is more likely for women compared to men because women do not have the means of transportation to take chickens fast to the market and therefore chickens may die under transit. This means more time for women in transporting the chickens to the market and at times chickens die.

### **Suggested remedies for the identified challenges:**

- ◆ Engaging in collective marketing through saccos and cooperatives would help remedy these challenges around transportation of chicken to the markets.



- ◆ Lobbying for construction of good roads in their areas
- ◆ Cooperation between men and women at the household level to encourage sharing of modes of transportation among family members.

### **3.5 Gender and Markets**

Both men and women were identified as major players in the market. In terms of preference on the seller, most participants (both men and women) argued that a woman would fetch a better price for a chicken or chicken product than a man. A woman's patience and ability to negotiate were some of the unique identified qualities. Men were reportedly less likely to involve themselves in record keeping matters of chicken and chicken products hence exposing themselves to losses at the market compared to the woman.

Other market challenges specific to men included;

- ◆ Selling chicken/chicken products at a throw away price for being impatient or being drunkards,
- ◆ Not taking chicken to the markets as they do not like being associated with chicken traditionally, or due to the low monetary value that chicken attract

Market challenges specific to women included:

Mockery from the buyers - Participants reported it is a common behaviour that whenever buyers see a woman selling chicken, they are doing so not from a business perspective but because of immediate problems they need to solve. Such perceptions put women at a vulnerable position with the middlepersons particularly who buy from farm gates or village markets.

Others included:

- ◆ Being taken advantage of by the middlepersons who buy at low prices
- ◆ Lack the time to go to the market
- ◆ Lack of a means of transport to get to the markets.
- ◆ Loss of products at the market especially when the woman has many goods but does not have an extra hand.

### **Suggested solutions**

- ◆ Going together to the market for men and women to learn from each other especially on the bargaining skills and how to attract customers
- ◆ Organized markets or collective marketing. This would improve on security due to trust levels of the people involved. This would also erase the issue of vulnerability to middlepersons.

## **4.0. Lessons learnt**

### **4.1. Training approach**

When the training sessions include group tasks and plenary, the trainees are able to provide in-depth insights into their perceptions and practices in relation to the topic under discussion. During these sessions, there were points of convergence and divergence of views among the participants. These sessions provided perfect opportunities for extensive discussions and consensus building among participants. This approach was more useful on aspects of gender in light of empowerment as opposed to just lecture based training.

### **4.2. Interactions with the trainees in relation to the GIVE project goals and objectives**

That in the chicken farming venture, it is important to think about aspects of culture that position men and women differently in the households and with different roles. As the project advances empowerment, it is important to take in to consideration the community perceptions around chicken farming and how they position the gender discourses. Taking this into consideration will enable better approaches to empowerment initiatives that are inclusive and acceptable in communities for sustainable and transformation.

### **4.3. General observations of the FGD women participants**

- ◆ Women participated more in plenary sessions than men, even in situations where a large number of men were in attendance.
- ◆ After the group work, women did the presentations of their respective group works.
- ◆ Women who came with babies (below one-year-old) had difficulties concentrating and often stayed out of the training room hence participating less
- ◆ In Kitise, participants agreed to cover some of the gender issues/challenges at times just to protect the face of their people '*kuvwikia nthoni*'
- ◆ Men actively participated in aspects of ownership of chicken and the associated roles, and less actively (in some areas) in other gender segments

### **4.4. Working with cooperatives/groups, women empowerment and sustainability**

- ◆ That every context/ community has specific perceptions to gender in relation to chicken / livestock farming which are important to inform efforts for empowerment through collectives/ cooperatives.
- ◆ Men are participating more in chicken production by offering supportive and facilitative role
- ◆ As chicken farmers think of addressing challenges with accessing services, inputs or markets for chicken, cooperatives or groups offer a good platform. For cooperatives or groups to work optimally in the prevailing gender dynamics, the household level needs to be the first point of engagement so that men and women can agree to work together

**Table 4. GIVE Project Team Members Who Took Part in the Training**

	<b>Name</b>	<b>Role</b>	<b>Affiliation</b>
1	Prof. Salome Bukachi	PI	UON
2	Prof. Kennedy Waweru	Researcher	CUK
3	Dr. Obadiah Miroro	Researcher	CUK
4	Dr. Lucy Kiganane	Researcher	CUK
5	Dr. Dalmas Omia	Researcher	UON
6	Dr. Maria Ngutu	Researcher	UON
7	Douglas Anyona	Project Manager	UON
8	Alex Nzioki	Research Assistant	CUK
9	Mercy Mbithe	Research Assistant	UON