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Ministry of Agriculture, Kenya

Large Farm Sector Study Volume 1 Summary

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OF THE LARGE FARM SECTOR

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Summary

INTRODUCTION

It has been recognised for some time that a significant proportion of Kenya's "Large Farms" are in difficulty and in need of assistance. A rehabilitation programme for 126 farms (90 mixed farms and 36 coffee estates) was initiated by the Ministry of Agriculture with the assistance of the World Bank in 1975. The programme also provided for a training scheme for managers of large farms and for a study of the Large Farm Sector to be carried out. The main conclusions and proposals arising from the study are summarised in this report.

The primary objectives of the study were to identify the problems facing the Sector and to prepare a long term strategy for its future development. At the request of the Ministry of Agriculture the study was to concentrate on the mixed farms as these are currently experiencing the greatest difficulties and are in most urgent need of attention. It was undertaken over an eleven month period and involved five main components:

- a review of the overall contribution of the Large Farm Sector to national agricultural production with particular emphasis on the past 20 years;
- an analysis of the present situation of the large scale mixed farms;
- an evaluation of progress on related Government projects;
- study of the various factors affecting the future development of the sector, and
- the definition of a long term strategy for the sector and preparation of a programme for its implementation.

REVIEW OF THE LARGE FARM SECTOR

The development of the sector and its contribution to national agricultural production between 1950 and the present day has been reviewed. The main conclusions were:-

- (a) The process of transfer of ownership of land to Kenyan citizens is now well advanced. In the mixed farming sub-sector it is almost complete. A significant proportion of the plantations and ranches, however, are still owned or managed by individual expatriates or expatriate companies. Overall the transfer has been relatively successful.
- (b) Production from the plantation and ranching sub-sectors is being at least maintained and in certain cases, such as that of coffee, is in fact increasing. Tea estates and commercial ranches are generally well managed. The main problem is the poor performance of some of the group-owned coffee estates.
- (c) In the mixed farming sub-sector crop output is probably fairly stable, wheat production having stabilised after its decline between 1969 and 1973. Livestock production is, however, decreasing significantly, due principally to the continuing fall in milk production.

- (d) The most serious immediate problem is that of the poor performance of the group farms, especially in the mixed farming sub-sector.
- (e) The majority of the group-owned mixed farms have been unofficially subdivided amongst their members and in most respects can no longer be considered as large farms.

Figure 1 shows the approximate location of the main Large Farm areas in 1960.

DETAILED ANALYSIS OF THE PRESENT SITUATION OF THE LARGE SCALE MIXED FARMS

This analysis comprised two main elements: firstly, a census of some 1,500 farms to obtain information on farm sizes, farming systems, type of ownership and numbers of owners, present level of management and extent to which subdivision had already occurred, and secondly a detailed farm management survey of a sample of 88 farms to establish the present level of performance, and the major problems confronting the large-scale mixed farms.

The Farm Census

The census included all types of large scale farms and was concentrated in Nakuru, Uasin Gishu, Trans Nzoia and Kericho Districts.

(a) Farming Systems

Five main farming systems were identified. They are as follows:-

System 1. **Wheat/Dairy (Maize)**. A mixed arable dairy system with wheat and dairying as the main enterprises.

System 2. **Maize/Dairy (Wheat)**. A mixed system with maize and dairying the main enterprises.

System 3. **High Altitude and High Rainfall**. A mixed system with a wide range of crops. Pyrethrum, wheat and barley are the principal arable crops whilst livestock enterprises include dairy, beef and sheep production.

System 4. **Extensive Livestock Production**. A ranching system producing mainly beef.

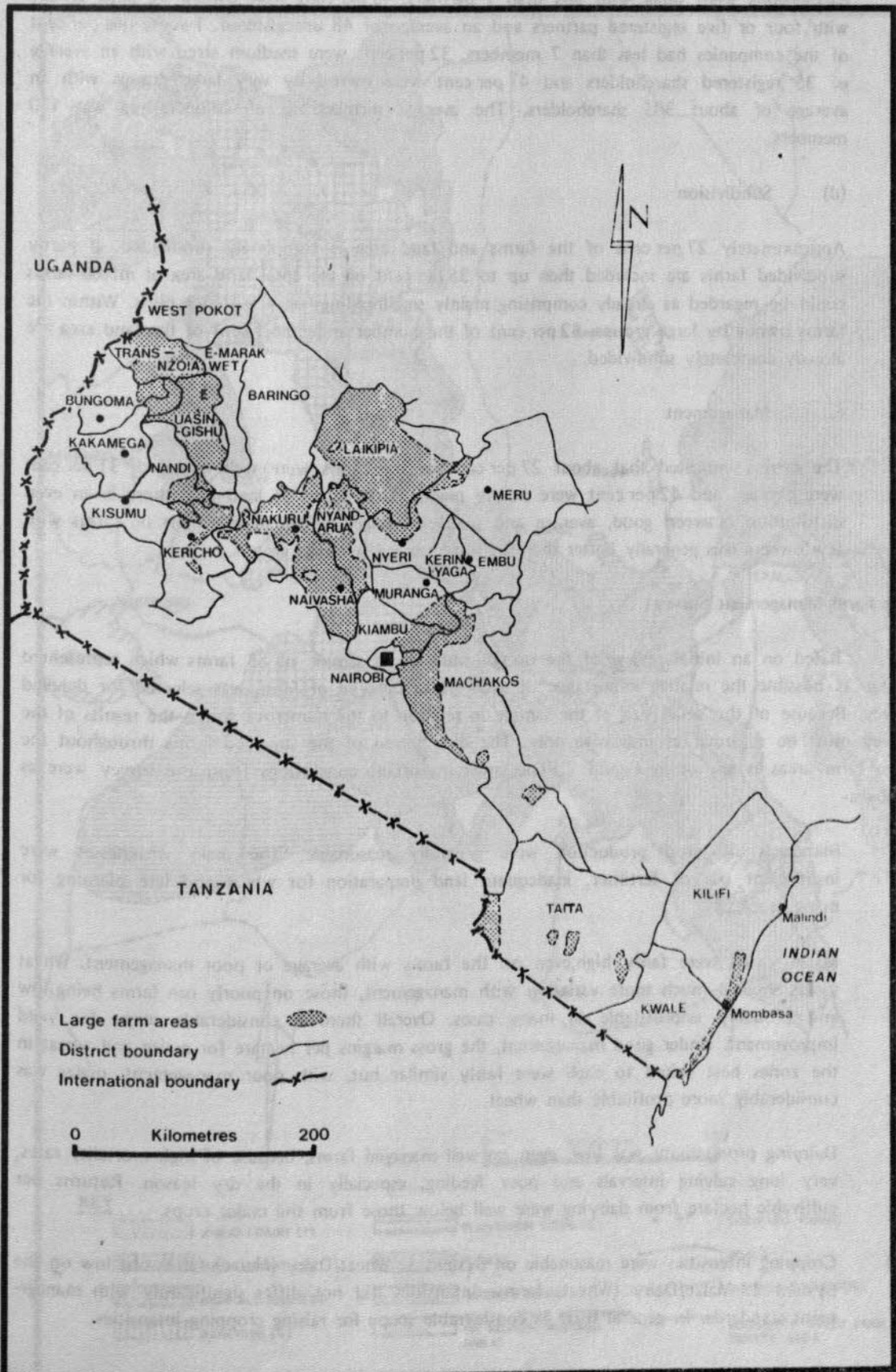
System 5. **Mixed Farming with Plantation Crops**. A mixed farming system with a proportion of plantation crops such as tea, coffee or sisal.

Figure 2 shows the distribution of the five major systems throughout the survey area. Systems 1, 2, 3 and 5 are mixed farming systems and hence are the subject of detailed study. Of the four systems the Maize/Dairy System is the most important, being practised on 51 per cent of the farms and 45 per cent of the area.

(b) Type of Ownership

There are four main types of private ownership, individual, partnership, co-operative and company. Partnerships and companies are the most important forms of private group ownership. The type of ownership, however, is of less importance than the numbers of owners.

Figure 1
Large farm areas 1960



(c) The Number of Owners

Analysis of data collected on the number of owners indicated that 53 per cent of the partnerships were small with less than 7 partners; 43 per cent were owned by large groups with four or five registered partners and an average of 48 unregistered. Twenty-one per cent of the companies had less than 7 members, 32 per cent were medium sized with an average of 35 registered shareholders and 47 per cent were owned by very large groups with an average of about 305 shareholders. The average membership of co-operatives was 170 members.

(d) Subdivision

Approximately 27 per cent of the farms and land area is completely subdivided. If partly subdivided farms are included then up to 35 per cent of the total land area of mixed farms could be regarded as already comprising mainly smallholdings or subsistence plots. Within the farms owned by large groups, 62 per cent of the number and 56 per cent of the land area are already completely subdivided.

(e) Management

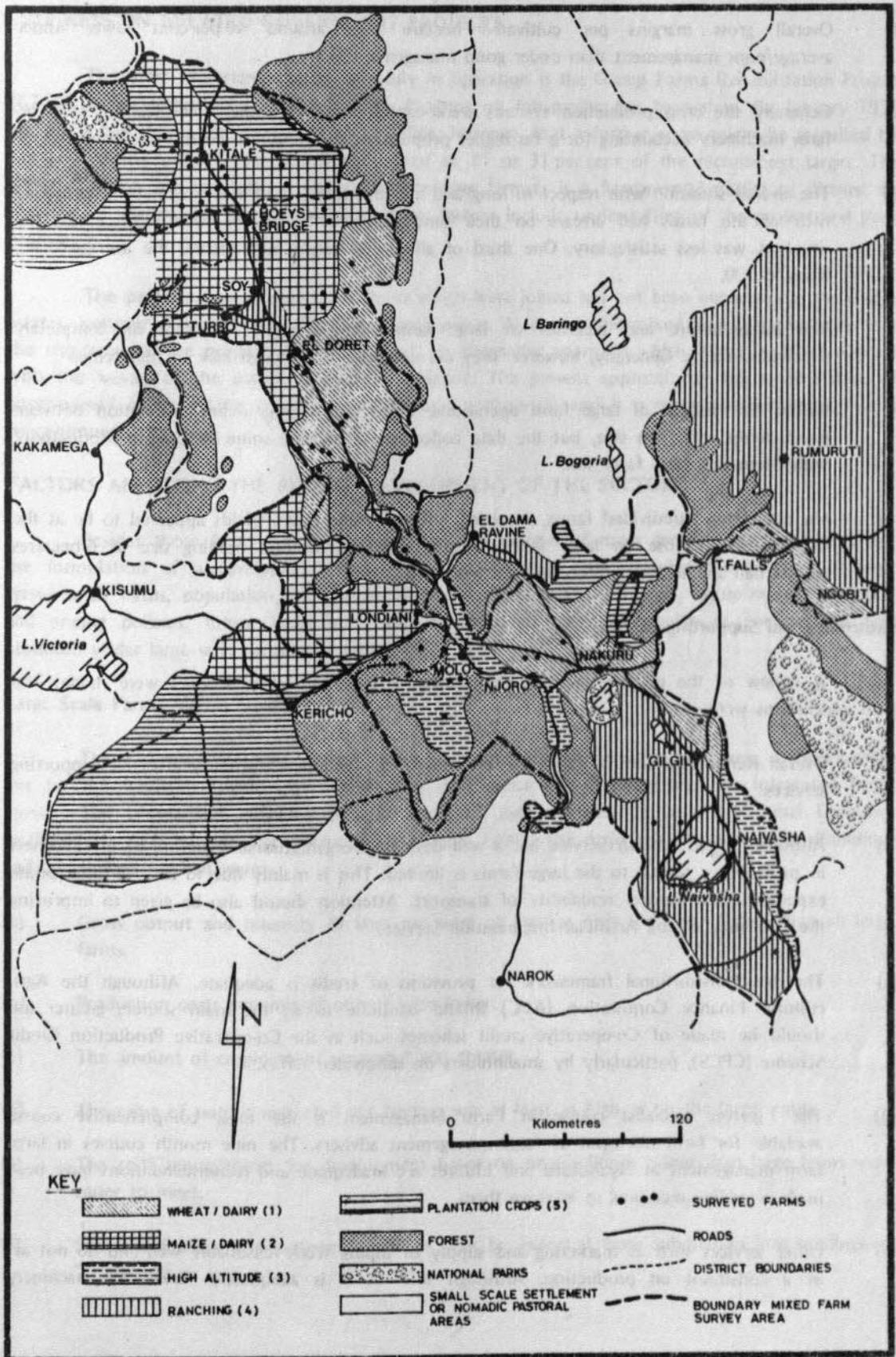
The census indicated that about 27 per cent of the farms were well managed, 31 per cent were average and 42 per cent were poorly managed. In terms of land area there is an even distribution between good, average and poorly managed farms. Management on farms with few owners was generally better than on those owned by large groups.

The Farm Management Survey

Based on an initial review of the overall situation, a sample of 88 farms which represented as far as possible the relative importance of each group or type of farm, was selected for detailed survey. Because of the small size of the sample in relation to the numerous strata, the results of the survey must be regarded as indicative only. The distribution of the surveyed farms throughout the large farm areas is shown in Figure 2. The most important conclusions from the survey were as follows:-

- (a) Standards of crop production were generally reasonable. The main weaknesses were insufficient use of fertiliser, inadequate land preparation for wheat and late planting for many crops.
- (b) Maize yields were fairly high, even on the farms with average or poor management. Wheat yields showed much more variation with management, those on poorly run farms being low and probably unprofitable in many cases. Overall there is considerable scope for yield improvement. Under good management, the gross margins per hectare for maize and wheat in the zones best suited to each were fairly similar but, with poor management, maize was considerably more profitable than wheat.
- (c) Dairying productivity was low, even on well managed farms, because of high mortality rates, very long calving intervals and poor feeding, especially in the dry season. Returns per cultivable hectare from dairying were well below those from the major crops.
- (d) Cropping intensities were reasonable on System 1: Wheat/Dairy (Maize) farms but low on the System 2: Maize/Dairy (Wheat) farms. Intensities did not differ significantly with management standards. In general there is considerable scope for raising cropping intensities.

Figure 2
Land use : Farming systems and surveyed farms



- (e) Stocking intensities were near the optimum on well managed farms, but on the others there was a very poor adjustment of stock numbers to carrying capacity, some farms being heavily overstocked and others being very understocked.
- (f) Overall gross margins per cultivated hectare were around 40 per cent lower under average/poor management than under good management.
- (g) Generally the crop production systems were capital intensive rather than labour intensive, farm machinery accounting for a far higher proportion of production costs than labour.
- (h) The overall situation with respect to long and medium term credit was reasonable, about one fifth of the farms had arrears on their land purchase loans. For short term credit the situation was less satisfactory. One third of all sample farms had arrears, the average being KShs 55,000.
- (i) The infrastructure and facilities on large farms were reasonable, except on completely subdivided farms. Generally, however they are deteriorating through lack of maintenance.
- (j) Within the sample of large farm operations, there was no significant correlation between productivity and farm size, but the data collected did indicate some increase in productivity with decreasing large farm size.
- (k) On completely subdivided farms, cropping intensities and maize yields appeared to be at the same level as those on large farms. Despite the small average holding size of 6 hectares almost half the total maize output was marketed.

Institutions and Supporting Services

A review of the existing institutional framework and supporting services were made. The main conclusions were:-

- (a) Overall Kenya's agricultural sector has relatively well developed and fairly effective supporting services.
- (b) Although the Extension Service has a well developed organisational structure its effectiveness in providing a service to the large farms is limited. This is mainly due to lack of appropriate experience and limited availability of transport. Attention should also be given to improving the efficiency of the Artificial Insemination Service.
- (c) The basic institutional framework for provision of credit is adequate. Although the Agricultural Finance Corporation (AFC) should continue to be the main source, greater use should be made of Co-operative credit schemes such as the Co-operative Production Credit Scheme (CPCS), particularly by smallholders on subdivided farms.
- (d) The Egerton specialist course in Farm Management is the most comprehensive course available for farm managers or farm management advisers. The nine month courses in large farm management at Nyahururu and Eldoret are inadequate and recommendations have been made regarding measures to improve them.
- (e) Other services such as marketing and supply of inputs work reasonably well and do not act as a constraint on production. Although this sector is adequately served by machinery

contractors increased investment in machinery by both contractors and farmers is probably required. Effective availability of machinery could be increased by the introduction of short courses in machinery repair and maintenance for owners, managers and drivers.

PROGRESS ON RELATED GOVERNMENT PROJECTS

The most important project currently in operation is the Group Farms Rehabilitation Project (GFRP) which commenced in March 1975. Progress on this project has been slow. By January 1975 ten farms had joined the project. It was possible, however, that a further seven might be recruited by the end of the second year bringing the total to 17 or 31 per cent of the recruitment target. The primary reason for the lack of success in attracting farmers is a fundamental dislike or distrust on the part of owners for group enterprise. Other factors include understaffing of the project and poor promotion.

The performance of the mixed farms which have joined has not been encouraging; the coffee estates, however, have achieved the results anticipated. As regards the mixed farms it is unlikely that the objectives of the project will be achieved; an alternative approach which is not in direct conflict with the wishes of the owners should be adopted. The present approach for the rehabilitation of group-owned coffee estates is considered the most appropriate and it is recommended that it should be continued.

FACTORS AFFECTING THE FUTURE DEVELOPMENT OF THE SECTOR

Besides those factors of an on-farm nature a number of more general factors which affect the formulation of a development strategy were considered. They included the question of large versus small farms, population, employment and land pressure, social aspects, future market prospects and pricing policies, future input costs and the need to maintain supplies of commodities best produced under large scale farming systems.

Large Scale Farms Versus Smallholdings

The data used for this comparison were drawn from the Consultants' survey, surveys carried out by the Statistics Division of the Ministry of Finance and Planning and the Integrated Rural Survey. The comparison indicated that in terms of their contribution to the National Economy smallholdings have considerable advantages over large farms. The main advantages with smallholdings and conclusions reached were:-

- (a) Gross output and intensity of land use were at least as high and often higher than on large farms.
- (b) Production costs per unit of output were lower.
- (c) The amount of employment generated was greater.
- (d) The value of output marketed per hectare was at least as high as on the larger units.
- (e) The staff requirements for development based on smallholdings rather than large farms were easier to meet.
- (f) Substantial social and economic benefits may be expected from subdivision into holdings of 20 hectares or less.

- (g) Partnerships or companies with a few owners and wishing to subdivide should not be discouraged from doing so.

Population, Employment and Land Pressure

Kenya's population will at least double over the next 25 years. Given the limited availability of cultivable land and the dominance of the agricultural sector as a source of employment, the resultant increase in land pressure is the most serious problem facing Kenya today and increasingly so in the future. The population densities in the main large farm districts are much lower than those in neighbouring small scale areas of similar agricultural potential (see Figure 3). It is therefore inevitable that the increase in land pressure will be directed increasingly towards the large farms and their continued existence in socio-political terms will become increasingly difficult to defend. This increasing pressure will have to be taken into account in determining future strategy and provision made to allow more groups to purchase farms for subdivision and settlement. Apart from subdivision of group owned large farms eventually a substantial number of large farms owned by individuals and small companies or partnerships will have to be bought up for subdivision and settlement either privately or on an official basis by the Ministry of Lands and Settlement.

Growth of employment in the non-agricultural sector is unlikely to absorb more than a small proportion of the future expansion in the working population in the rural areas. The majority will have to be absorbed in the rural sector and in the future emphasis will have to be given to agricultural systems with a high capacity to absorb labour.

Social Aspects

The main conclusions from the study of social aspects were:-

- (a) Group farming is alien to the traditions and aspirations of most group farm members. Their primary concern is to own and operate their own individual holding.
- (b) Despite the general dislike of group farming, many farmers have shown themselves capable of co-operating effectively on the provision of services and the undertaking of administrative duties on behalf of the group.

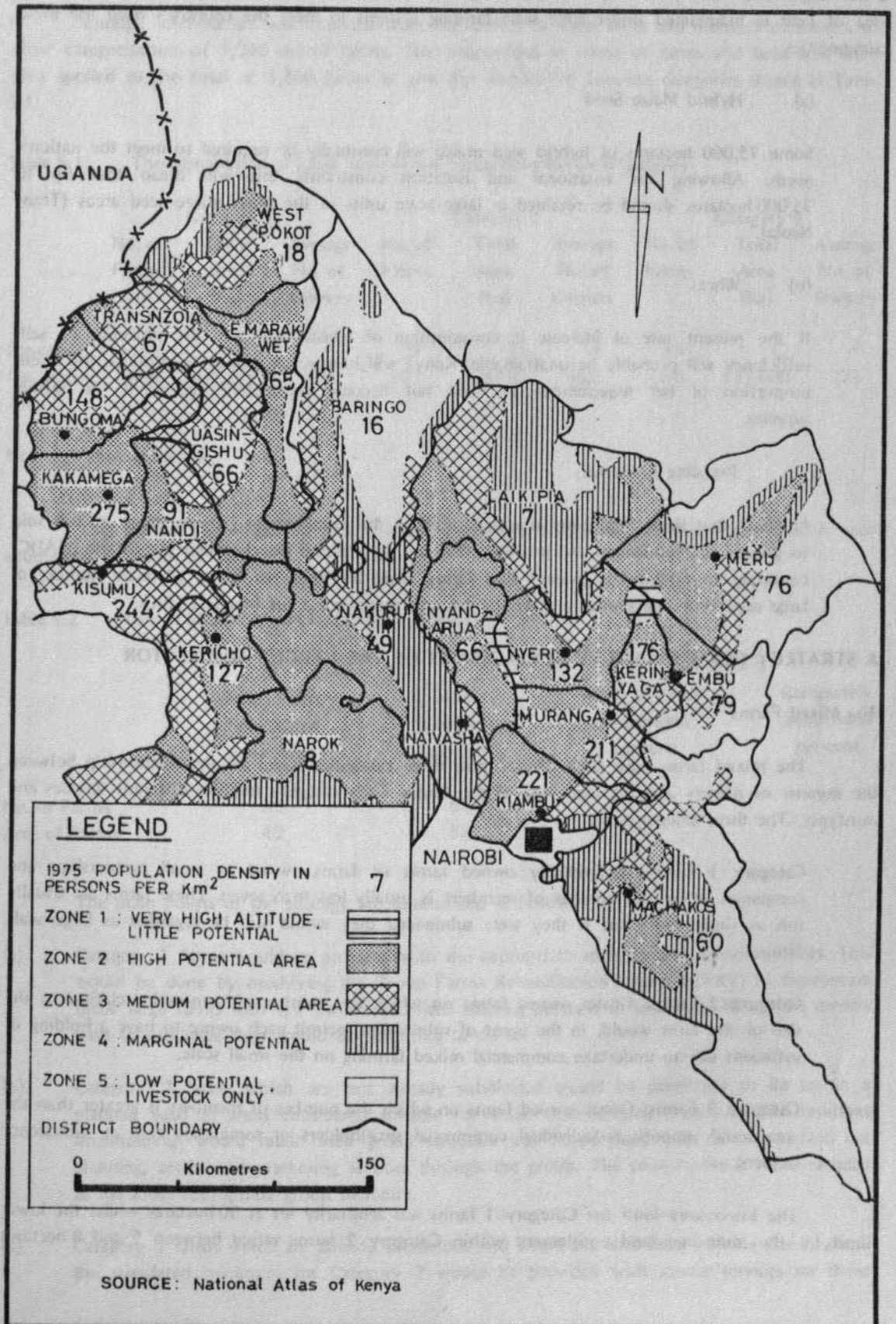
Future Market Prospects for Crop and Livestock Products

The long term market prospects for the major products of the mixed large farm sector, namely wheat, maize, milk and meat appear to be favourable, especially for wheat, milk and meat. Prices of wheat and meat are expected to rise substantially over the next 10 years.

The present pricing policies for the crop and livestock products are favourable to the Large Farm Sector. Prices are either at border parity, as in the case of beef, sheep and pyrethrum or are maintained above border parity as in the case of wheat and maize. The policies do, however, favour maize at the expense of wheat and from the viewpoint of the Large Farm Sector and the need to stimulate wheat production there are strong arguments for a reduction in the maize price.

With the exception of fertilisers input prices are not expected to change relative to general price levels. The long term fertiliser price is expected to rise by 50 per cent in relation to general levels.

Figure 3 District population density 1975 and ecological potential in and around the main large farm areas



Production of Essential Commodities Best Suited to Large Scale Production Methods

Three commodities, hybrid maize seed, wheat and livestock breeding herds are best produced under large scale conditions. Any future development strategy or programme should ensure that an area of land is maintained under large scale farming systems to meet the country's need for these commodities:-

(a) Hybrid Maize Seed

Some 75,000 hectares of hybrid seed maize will eventually be required to meet the nation's needs. Allowing for rotational and isolation constraints this will mean that up to 75,000 hectares should be retained in large scale units in the main maize seed areas (Trans Nzoia).

(b) Wheat

If the present rate of increase in consumption of wheat continues the objective of self-sufficiency will probably be unattainable. Kenya will, however, continue to produce the major proportion of her requirement and will not become completely dependant on outside supplies.

(c) Breeding Livestock

Provided that those remaining large scale units in the prime wheat growing areas are not sold to groups and subdivided and provided that the Agricultural Development Corporation (ADC) continues to operate its present stud farms, there are likely to be an adequate number of large scale units remaining to meet the nation's requirement for breeding stock.

A STRATEGY FOR THE FUTURE DEVELOPMENT OF THE LARGE FARM SECTOR

The Mixed Farms

The mixed farms have been divided into three categories based on the relationship between the number of owners and the land area of the farms. Each category requires different services and assistance. The three categories are:-

Category 1 Farms: Individually owned farms or farms owned by small partnerships and companies where the number of members is usually less than seven. These farms are usually run as single units but if they were subdivided they would still be regarded as large scale farms.

Category 2 Farms: Group owned farms on which the number of owners in relation to the size of the farm would, in the event of subdivision, permit each owner to have a holding of sufficient size to undertake commercial mixed farming on the small scale.

Category 3 Farms: Group owned farms on which the number of members is greater than the area could support as individual commercial smallholders or sometimes even as subsistence farmers.

The lower area limit for Category 1 farms was arbitrarily set at 30 hectares whilst the lower limit for the individual land entitlement within Category 2 farms varied between 5 and 8 hectares

depending upon District and the farming system. For Category 2 the lower limit was determined on the basis of providing for a reasonable level of consumption and allowing a balanced system of arable and fodder crops to be practised.

Enough information was obtained from the census on farm areas and numbers of owners to allow categorisation of 1,240 mixed farms. The proportions in terms of farms and land area were then applied to the total of 1,800 farms to give the distribution between categories shown in Table S.1.

Table S.1 The Distribution of Large Scale Mixed Farms Between Each Category

	Category 1			Category 2			Category 3		
	No. of Farms	Total Area (ha)	Average No. of Owners	No. of Farms	Total Area (ha)	Average No. of Owners	No. of Farms	Total Area (ha)	Average No. of Owners
Per cent	56	52	*	29	31	*	15	17	*
No. and Area	1,008	468,000	2.5	522	279,000	48.6	270	153,000	273

Note: * not applicable.

The census also indicated that a major proportion of farms in Categories 1 and 2 were subdivided as shown in Table S.2.

Table S.2 Extent of Subdivision Within Each Category of Farm

	Category 2		Category 3	
	Whole or partly Subdivided per cent	Completely Subdivided per cent	Whole or partly Subdivided per cent	Completely Subdivided per cent
No. of Farms	35	65	45	55
Area of Farms	42	58	46	54

The main points of the strategy are summarised as follows:-

- (a) Category 1 farms would be provided with the appropriate advisory and support services. This would be done by modifying the Group Farms Rehabilitation Project (GFRP) to incorporate those large farms with few owners and little internal pressure to subdivide. Where the owners wish to subdivide they would be permitted to do so.
- (b) Category 2 farms which are not already subdivided would be permitted to do so on a planned basis in areas considered suitable for small scale farming (Figure 4). The resultant smallholdings would retain their group structure and be provided with extension, land use planning, credit and marketing services through the group. The co-operative is recommended as the most appropriate group structure.
- (c) Category 2 farms which are already subdivided and where the individual holding size is above the stipulated minimum for Category 2 would be provided with similar services for those

which have not yet subdivided. Re-organisation would be carried out where necessary to allow better land use and conservation measures and to enable use to be made of communal services.

- (d) Category 3 farms not already subdivided would be permitted to do so on a planned basis in areas suited to smallholder farming, provided that the individuals holding size would be large enough to allow a balanced farming system to be practised.
- (e) Category 3 farms are essentially subsistence farms and because of their similarity to holdings in the traditional areas, it is recommended that national programmes such as the Integrated Agricultural Development Programme (IADP), Co-operative Production Credit Scheme (CPCS) and Smallholders Production Services and Credit Project (SPSCP) be extended to incorporate these farms. The co-operative structure is recommended for all Category 3 farms.
- (f) For Categories 1 and 2 farms a programme for authentication and adjudication of claims would be introduced with the objective of establishing a complete register of owners and eventual issue of freehold title.
- (g) Purchase of mixed farms by large groups intending to subdivide would be allowed to continue. They would be discouraged from purchasing farms in areas unsuited to small scale farming. Subdivision would be carried out before the group took up residence on the farm.
- (h) A massive smallholder settlement scheme of the 'Million Acre' type is not considered appropriate. The recommended process would take place mainly through market forces with groups buying land on the open market. It is seen as a means of continuously reducing land pressure as it builds up. It could be controlled by the Land Control Boards and by AFC as the Institution providing funds for land purchase.
- (i) A small but continuous settlement programme is considered necessary in order to cater for the landless who do not have the financial resources to join a group. SFT farms not already settled could be converted into conventional settlement schemes as part of the programme.
- (j) Enough farms would be maintained as large scale units to meet the nation's needs for hybrid maize seed and for breeding livestock. The major proportion of the nation's wheat requirement would be ensured and current levels of production at least maintained.
- (k) Farms in areas unsuitable for subdivision (i.e. ranching and the best wheat areas) would not be sold to large groups which are likely to wish to subdivide (Figure 4).
- (l) In the event of a priority for development having to be established, it is considered that the next phase of the Large Farm Rehabilitation Programme should aim at Category 2 farms. Although the problems are more complex than in Category 1 farms the economic benefits are likely to be at least as high and would be distributed amongst a greater number of farmers.

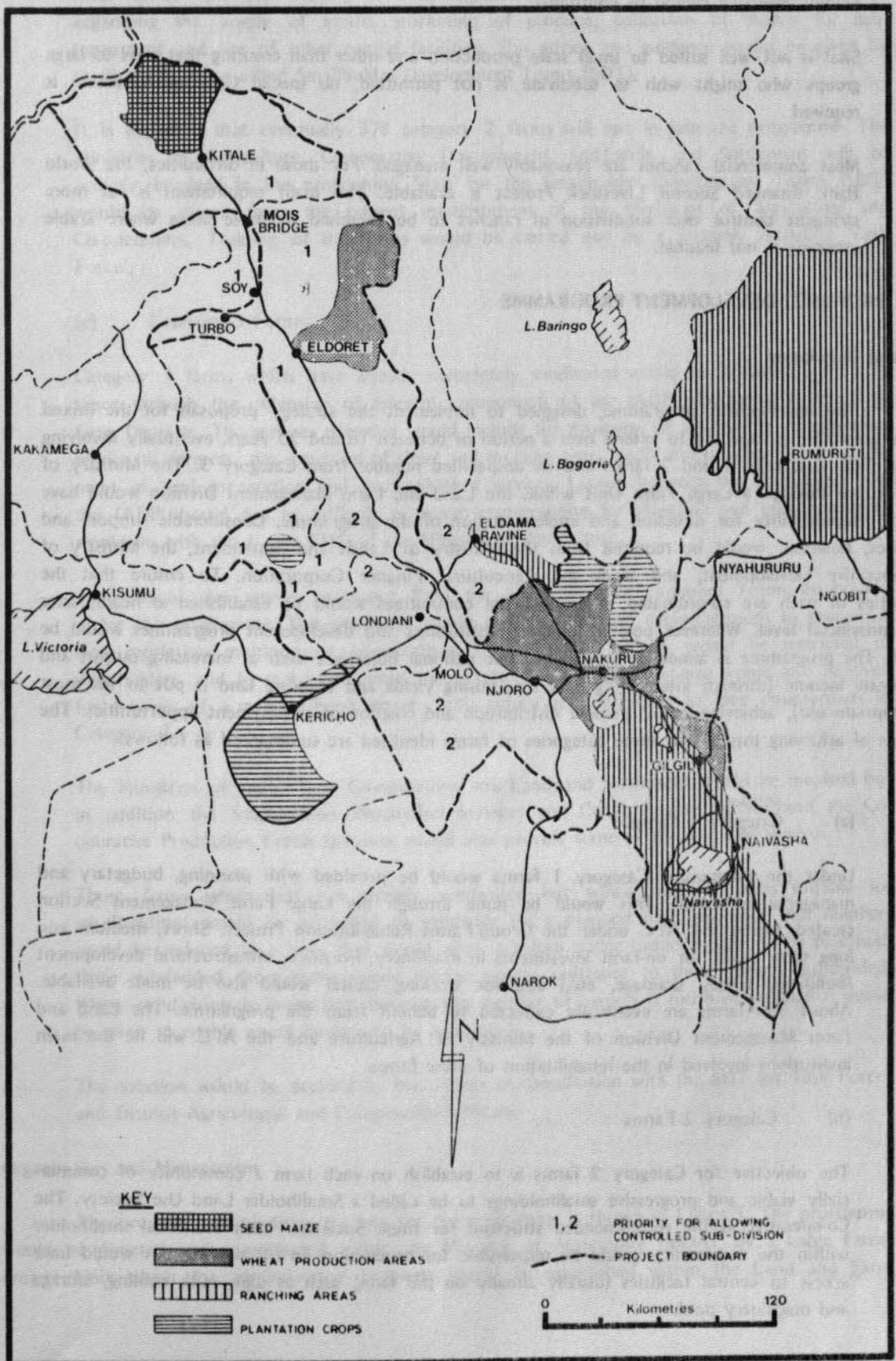
The Plantation and Ranching Subsectors

The following broad recommendations have been made:-

- (a) About 95 per cent of the large scale tea area is on well managed company plantations. Overall, performance is good and there are few serious production problems. Tea estates therefore do not require any special Government attention.

Figure 4

Areas where sub-division should be discouraged



- (b) The problems within the coffee estates are mainly associated with those which are owned by large groups. These are already the subject of the Group Farms Rehabilitation Project, the coffee part of which is showing signs of being successful. It is concluded therefore that the present approach should be continued.
- (c) Sisal is not well suited to small scale production and other than ensuring that sales to large groups who might wish to subdivide is not permitted, no special Government action is required.
- (d) Most commercial ranches are reasonably well managed. For those in difficulties, the World Bank financed Second Livestock Project is available. The main requirement is for more stringent control over subdivision of ranches to be exercised in those areas where arable cropping is not feasible.

THE PROPOSED DEVELOPMENT PROGRAMME

General Description

The development programme, designed to implement the strategy proposals for the mixed farm subsector, is expected to extend over a period of between 16 and 20 years, eventually involving about 760 Categories 1 and 2 farms and an unspecified number from Category 3. The Ministry of Agriculture through a Large Farm Unit within the Land and Farm Management Division would have overall responsibility for direction and implementation of the programme. Considerable support and services, however, would be required from the Ministry of Lands and Settlement, the Ministry of Co-operative Development, and from the Agricultural Finance Corporation. To ensure that the activities of each are co-ordinated, interministerial committees would be established at headquarter and provincial level. Wherever possible existing institutions and development programmes would be used. The programme is aimed at satisfying major national objectives such as increasing output and aggregate income (through intensifying land use, raising yields and ensuring land is put to the most appropriate use), achieving better income distribution and creation of employment opportunities. The means of achieving this on the three categories of farms identified are summarised as follows:-

(a) Category 1 Farms:

Under the programme Category 1 farms would be provided with planning, budgetary and managerial assistance. This would be done through the Large Farm Management Section created within the AFC under the Group Farms Rehabilitation Project. Short, medium and long term credit for on-farm investments in machinery, livestock, infrastructural development (buildings, fences, drainage, etc.) and for working capital would also be made available. About 390 farms are eventually expected to benefit from the programme. The Land and Farm Management Division of the Ministry of Agriculture and the AFC will be the main institutions involved in the rehabilitation of these farms.

(b) Category 2 Farms

The objective for Category 2 farms is to establish on each farm a community of commercially viable and progressive smallholdings to be called a Smallholder Land Use Society. The Co-operative is the recommended structure for these Societies. Each individual smallholder within the community would be responsible for production on his holding but would have access to central facilities (usually already on the farm) such as dips, milk cooling, storage and machinery pool.

The programme will provide the assistance necessary to establish these communities. Assistance will take the form of planning and supervising the subdivision of farms into smallholdings or reorganisation of smallholdings already subdivided, the provision of sound technical advice and the training of a manager/book-keeper who would be responsible for organising the supply of inputs, marketing of produce, collection of money for debt repayment and use of other central facilities. This advice and guidance would be given by small teams to be called Smallholder Development Teams (SDT).

It is expected that eventually 370 category 2 farms will opt to join the programme. The Ministries of Agriculture, Co-operative Development and Lands and Settlement will be actively involved in the programme. Staff for the Smallholder Development Teams (SDT) would be drawn from the present establishment of the Ministries of Agriculture and Co-operatives. Training of the teams would be carried out by a specially recruited 'Task Force'.

(c) Category 3 Farms:

Category 3 farms which have already completely subdivided would be provided with assistance through the extension of relevant components of the IADP programme to the large farm Districts. The services provided would include the provision of an advisory or extension service to farmers, the provision of short and medium term credit and possibly the establishment of land preparation and mechanisation services. Liaison between this programme and the IADP should not be difficult as overall responsibility for direction and implementation would lie with the L and FMD of the Ministry of Agriculture.

They would also receive assistance from the Smallholder Development Teams established under the programme. This assistance would take the form of encouragement to reorganise into regulation multipurpose co-operatives, membership of which would be restricted to shareholders, and to make communal use of central facilities. Assistance would also be given for training of a manager/book-keeper with similar responsibilities to their counterparts in Category 2.

The Ministries of Agriculture, Co-operatives and Lands and Settlement would be involved but in addition the Smallholders Production Services and Credit Project (SPSCP) and the Co-operative Production Credit Schemes would also provide some of the essential services.

Those farms which had not already subdivided but which were in areas suitable for smallholdings would be permitted to subdivide on a planned basis provided that numbers could be reduced to a level that would allow a mixed arable fodder system to be practised. Once subdivided these farms would receive similar assistance to those already subdivided. Where subdivision is impractical because the number of owners is too high, assistance would be given to enable group farming to be continued.

The solution would be decided by the owners in consultation with the SDT (or Task Force) and District Agricultural and Co-operative Officers.

Organisation and Management

The proposed organisation structure for the programme is shown in Figure 5. The programme would be directed and co-ordinated within the Ministry of Agriculture (MOA), by a Large Farm Project Unit which for administrative purposes would be established within the Land and Farm

Management Division (L and FMD). The Unit would be based in Nakuru and would liaise with other Divisions of the MOA and with other related programmes being implemented by the Ministry such as the IADP. Close liaison with other Ministries, Co-operative Development and Lands and Settlement, and the AFC would also be necessary at Headquarters level. The Unit would comprise a Project Manager who by profession would be a Farm Management Economist, a Legal Adviser and a Farm Management Specialist. All plans and budgets for farms in each of the three categories would require the approval of this Unit before implementation could commence.

A Steering Committee comprising representatives of the three Ministries involved would also be set up and would have responsibility for monitoring progress and giving broad policy direction when necessary.

The existing L and FMD teams established under the Group Farms Rehabilitation Project would be maintained in their present role which is essentially that of identifying farms requiring rehabilitation and recruiting them to the project.

Categorising of farms would be carried out by the Project Unit with the assistance of the L and FMD teams. For the next stages, planning and implementation, Category 1 farms would be assigned to the Large Farm Management Section of the AFC and Categories 2 and 3 farms would be assigned to the proposed Task Force and Smallholder Development Teams. Although Category 3 farms would be provided with most of the services required under the Integrated Agricultural Development Programme (IADP), they would receive some assistance from the Smallholder Development Teams in the training of a manager and arranging for land adjudication procedures to be instituted if required.

A Task Force would be established to train the Smallholder Development Teams and to initiate the programme for development of commercial smallholdings. It would consist of three members all specialists in small farm development, but with a wide range of skills. The three specialists would include an extension specialist with a sound farm management background, a land use planning specialist with a good knowledge of land survey and soil conservation and a specialist in institutions.

Each Smallholder Development Team (SDT) would comprise three members of at least diploma level qualifications and considerable field experience. They would have a similar range of disciplines as the Task Force.

Liaison and co-ordination of all agencies concerned at the provincial level would be facilitated by the establishment of a Provincial Interministerial Committee.

Phasing and Staffing

It is expected that about 760 Categories 1 and 2 farms could eventually be recruited. In addition, there would be an unspecified number of Category 3 farms which would benefit from the programme. The phasing of recruitment and rehabilitation of Categories 1 and 2 farms is given in Tables S.3 and S.4. It is expected that farms in both categories would each require one year for preparation and implementation of a plan and two years of intensive supervision. This would be followed by a period of less intensive supervision.

An appropriate first phase of the programme would be the eight year period shown in Tables S.3 and S.4. In this period rehabilitation of 136 Category 1, and 84 Category 2 farms could be completed.

Figure 5 Proposed organisation

