

Information Flow of Institutions concerned

November 1999

Extension Method & Information Section

**Social Forestry Extension Model Development
Project for Semi-arid Areas in Kenya**



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Acc. no. 2000-240



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KEFRI - KITUI LIBRARY/SOFEM

Abbreviations

ACCF	-Assistant Chief Conservator of Forests
ADFO	-Assistant District Forest Officer
APFO	-Assistant Provincial Forest Officer
CCF	-Chief Conservator of Forests
DCCF	-Deputy Chief Conservator of Forests
DFO	-District Forest Officer
Div. FEO	-Divisional Forest Extension Officer
FD	-Forest Department
FD/HQ	-Forest Department Headquarters
FESB	-Forestry Extension Services Branch
GOK	-Government of Kenya
ICRAF	-International Center for Research in Agroforestry
KEFRI	-Kenya Forestry Research Institute
KWS	-Kenya Wildlife Service
MoALD	-Ministry of Agriculture and Livestock Development
NGOs	-Non Governmental Organizations
NMK	-National Museums of Kenya
PLC	-Policy Liaison Committee
PPCSCA	-Permanent Presidential Commission for Soil Conservation and Afforestation
PS	-Permanent Secretary
RSCU	-Regional Soil Conservation Unit
TLC	-Technical Liaison Committee

Content

Introduction.....	1
I. FD INTERNAL INFORMATION FLOW IN INSTITUTIONS CONCERNED	2
1. Organizational Structure of Forest Department.....	2
1) The structure at the Forest Department Headquarters.....	2
2) The Forestry Extension Services Branches.....	3
3) The Provincial, District and Divisional Organizations.....	3
2. Information channels between offices.....	4
1) Within FD HQ.....	4
2) From FD HQ to PFOs,DFOs.....	4
3) From PFOs,DFOs to FD HQ.....	5
4) From PFOs to DFOs and subordinate organizations	5
5) From DFOs to DivFEOs.....	6
3. Information channels between FD and other institutions.....	6
4. Information dissemination through media.....	7
1) Newsletter supplements.....	7
2) Radio.....	7
3) Television.....	8
4) Press conference.....	8
5. Information channels of SOFEM.....	9
II. KEFRI INTERNAL INFORMATION CHANNELS.....	10
Introduction.....	10
1. Organizational Structure of KEFRI	10
1) The Board of Management.....	10
2) The Director.....	10
3) Core Research Programmes.....	10
4) Regional Research Centres.....	11
5) Sub-Centres.....	13
6) Field Centres.....	13
7) Kitui Regional Research Centre.....	13
2. Intra-information flow at KEFRI.....	13
1) Administrative information.....	13
2) Scientific information flow.....	14

3) Occasional Papers and Monographs.....	15
4) Refereed Journal Papers.....	16
3. KEFRI's external out-reach.....	16
1) Government Ministries.....	17
2) Universities and Training Colleges.....	19
3) National and International Research Organizations.....	20
4) Donor Organizations.....	21
5) Stake Holders.....	22
6) Others.....	23
III. INFORMATION CHANNELS BETWEEN FD AND KEFRI.....	26
1. Committees.....	26
2. Newsletter.....	26
3. Technical notes, Technical orders, Research notes etc.	26
IV. MAJOR POINTS TO BE CONSIDERED FOR THE ACTIVITIES	27
1. Direct approach to DFO.....	27
2. Information dissemination through KEFRI.....	27
3. Collaboration at ground level.....	27
4. Horizontal information flow.....	28

List of Figures

Figures

1.1 Social forestry information flow between Forest Department, farmers, and KEFRI.....	9
2.1 KEFRI organization structure.....	12
2.2 KEFRI information flow with other institutions.....	25

INTRODUCTION

The Social Forestry Extension Model Development Project for semi-arid areas in Kenya (SOFEM, hereinafter referred to "the project") commenced in November 1997 following the Social Forestry Training Project (SFTP) conducted from 1985 to 1997. The principal partners in the project are Forest Department (FD), Kenya Forestry Research Institute (KEFRI) and Japan International Cooperation Agency (JICA).

One of the main activities of the project is to collect, synthesize and disseminate information in social forestry. Since each partner has its established patterns of information dissemination, for conducting the project activities on information smoothly and effectively, it is necessary to clear the information flow at each institution and among institutions concerned.

This paper tries to examine information flow characteristics in detail at FD, KEFRI, and other institutions concerned.

I. FD INTERNAL INFORMATION FLOW AMONG INSTITUTIONS CONCERNED

1. Organizational Structure of Forest Department

1) The structure at the Forest Department Headquarters

The structure at the Forest Department Headquarters is as follows in order of seniority:

- The Chief Conservator of Forests (CCF)
- Senior Deputy Chief Conservator of Forests (DCCF) in charge of finance and administration
- 2 Deputy Chief Conservators of Forests (DCCF) in charge of Planning and Operations
- 8 Assistant Chief Conservators of Forests (ACCF) in charge of branches as follows:
 - Planning
 - Management Services
 - Manpower Development
 - Finance and budgeting
 - Farm Forestry
 - Natural Forest Conservation and Management
 - Industrial Forestry
 - Principal-Kenya Forestry College
- The branches are divided into units with Conservators of Forests in charge of them.

The total number of senior officers at FD headquarters is around 40 though the number changes with transfers.

The Mandate of the headquarters team is:

1. To articulate policy and guide its implementation by officers in the field
2. To monitor implementation of work programmes within the department.

Senior Staff Meeting

The CCF holds a senior staff meeting once a month. The members are all DCCFs, ACCFs and Project Managers. Policy issues and any other important issues affecting forestry are discussed. The information is then disseminated to those working under the senior staff.

2) The Forestry Extension Services Branch

The Forestry Extension Services Branch (FESB) is one of the branches in the Headquarters in charge of extension headed by an Assistant Chief Conservator of Forests who is assisted at headquarters by 3 Conservators of Forests in charge of:

- Monitoring and evaluation
- Training and Extension
- Media and Communication

There are therefore 4 officers at FESB Headquarters.

The mandate of the FESB team is to organize and co-ordinate Afforestation and agroforestry programmes outside gazetted forests. This includes dissemination of useful forestry information, training, mass media, education and motivation, seed procurement and seedling production, development and co-ordination of social and community forestry and agro-forestry systems.

3) The Provincial, District and Divisional Organizations

The Provinces are headed by a Provincial Forest Officer (PFO), and there are eight PFOs in the country.

The mandate of PFOs is to interpret and implement policy in the province, oversee forestry management and conservation matters and co-ordinate forestry extension work in the province.

They are assisted by two Deputy PFOs in charge of both Management and Extension totaling to 16 DPFOs

There are 68 Districts each headed by a DFO giving a total of 68 DFOs.

The DFOs are responsible for all forestry development programs including extension programs in the district.

20 Districts with industrial plantations have 2 assistant DFOs in charge of either Management or Extension.

The other 48 districts have only 1 assistant DFO.

There are therefore 88 ADFOs.

There are around 360 divisions although not all of them are manned due to problems of security, remoteness etc. There are currently 320 DivFEOs.

The mandate of the DivFEOs is to co-ordinate all forestry matters in the Division including training and advising farmers, implementation of community forestry programmes, collaboration with stakeholders and other development agencies in the division etc.

The number of field officers directly involved in extension is therefore approximately 500.

The DivFEOs are assisted by frontline extension staff who are subordinate staff with some training in nursery management, seed collection and handling, seedlings planting etc. Their mandate is to work with organized groups, schools and individual farmers and impart necessary seedling/tree management skills.

The exact number of these agents is not known as many have retired under the retrenchment programme.

2. Information channels between offices

1) Within FD HQ

Information flows between the various branches, to and from the CCF or his deputies in form of memos. These may contain routine briefs of progress made in day to day activities or a specific issues as required by the CCF. Each branch prepares an annual report at the end of the year and this is submitted to the CCF for compilation of the departmental annual report.

2) From FD HQ to PFOs, DFOs

Periodic circulars are sent from the Hq to the PFOs and DFOs. These may have information on:

- Personnel issues
- Departmental issues such as declaring fire season, national tree planting season etc.
- Financial matters

These circulars are sent as the need arises and are not regular.

Technical orders and technical notes are also dispatched from KEFRI through FD/HQ to the field.

Forest Department General Orders are sent to the PFOs and DFOs from the HQs

Newsletters e.g. the bi-monthly joint KEFRI/FD newsletter, the annual posters for publicity of the tree planting season and calendars given by other agencies such as Forest Action Network (FAN) are sent to PFOs and DFOs from FESD Hqs. They are expected to distribute them to the foresters and other partners in the field.

Forest Department Staff Meeting

This is a meeting called by the Minister and attended by all senior staff down to DFO level. The Minister usually expounds on policy and political matters affecting forestry development. The members are then expected to guide those under them accordingly.

HQ staff is sometimes able to visit the field to monitor implementation of work programmes as well as to guide and motivate the field staff. However, field visits on GOK funds have become quite rare due to financial constraints.

Constraint: There are insufficient funds for mailing all the above materials therefore distribution normally depends on hand deliveries by those officers who come to Hq on other business. This results in delays and also distribution within the field is not assured. Transport system is also inadequate and officers have to rely on personal resources to travel from one area to another.

3) From PFOs, DFOs to FD HQ

All information from the districts and provinces is contained in the monthly reports which are received every month from all districts and provinces.

The district reports are compiled by the DFOs while the PFO compiles the provincial report.

The provincial monthly report is a compilation of the highlights from all the districts.

The district monthly report is a compilation of all the highlights from all the divisions.

The information contained in these reports includes number of seedlings per species, personnel issues, training, visits and any other activities happening in the district such as declaration of fire season, outbreak of disease etc.

Annual reports are forwarded to HQs from all districts, provinces and branches (compiled by the ACCF in charge of the branch). These are all received by the CCF.

4) From PFOs to DFOs and subordinate organizations

The PFO passes on information received from HQ or any other relevant information through letters or circulars.

Provincial and District Meetings

There should be monthly meetings at the DFOs office attended by all foresters (management and extension). These meetings discuss progress or problems in the implementation of work programmes, new instructions from headquarters, new technical orders etc.

Meetings should be held quarterly at the PFOs office. These are attended by all DFOs. Again problems and progress are discussed at these meetings and any new information from headquarters is disseminated.

Due to financial constraints, the frequency of these meetings has gone down drastically.

All the above meetings are called by letter and by telephone where possible and minutes are taken as a record of the meeting.

5) From DFOs to DivFEOs

The DFO also passes on relevant information through letters.

3. Information channels between FD and other institutions

FD closely collaborates with Ministry of Agriculture and Livestock Development (MoALD) especially the soil and water conservation branch. The two institutions exchange materials whenever possible. They are also members of the National Agroforestry Steering Committee which is also a forum for information exchange. Other Government Departments include Ministry of Energy, Ministry of House Affairs, Heritage and Sports, Presidential Commission for Soil Conservation and Afforestation (PPCSCA), KWS and National Museums of Kenya.

FD also collaborates closely with NGOs such as Forest Action Network, CARE and Agencies such as ICRAF, RSCU etc. Here information is exchanged in form of publications and meetings.

Constraint: Contact with some organizations depends on personal initiatives. Therefore any information exchanged may remain with an individual instead of going to the library where people have access.

The Policy Implementation Committee

This is a joint KEFRI/FD committee which meets quarterly. The members are senior staff from both institutions and the chairman is usually the CCF or Director KEFRI alternately.

Other members include Kenya Wildlife Service(KWS), PPCSCA. Once proposals for joint FD/KEFRI activities are passed at policy level, they are passed on to Technical liaison committee for implementation.

The Technical Liaison Committee (TLC)

The membership of this committee includes FD, KEFRI, NMK, MOALD, KWS. The committee also meets quarterly under the chairmanship of a DCCF or Deputy Director KEFRI. This committee receives progress reports of on-going research and decides how to disseminate the results which may be in form of research notes, technical orders, field circulars etc. These materials originate in KEFRI and are passed on to TLC, then to CCF, to DFO who distributes them in the field. When a problem is noted in the field, the information is supposed to follow the reverse channel i.e. from the field ,to DFO, to CCF, to TLC and on to KEFRI for investigation.

4. Information dissemination through media

The use of media is generally confined to the launching of the tree-planting season. The following are used:

1) Newsletter supplements

This contains a message from the Minister and gives the theme of the season, number of seedlings available, where and when the season will be launched and any other current forestry related issue.

A general article on the activities of the department concerning plantation development, conservation, extension and protection is also published.

Constraint: It is costly to publish a comprehensive newspaper supplement in the popular dailies. Therefore, a newspaper with a lower circulation is normally used and the supplement is normally not more than half a page. The information therefor does not reach a wide target.

2) Radio

This is used for publicity just before the launch of the national tree-planting season. Only two programmes are used i.e. "Our Environment" and "Contact the current affairs program" as they are free.

Other members include Kenya Wildlife Service(KWS), PPCSCA. Once proposals for joint FD/KEFRI activities are passed at policy level, they are passed on to Technical liaison committee for implementation.

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Constraint: The programmes only reach English speaking listeners and only a few minutes are allocated to each issue. The timing of the programmes is inconvenient for most listeners.

3) Television

The department no longer uses this channel as an expensive fee is now charged.

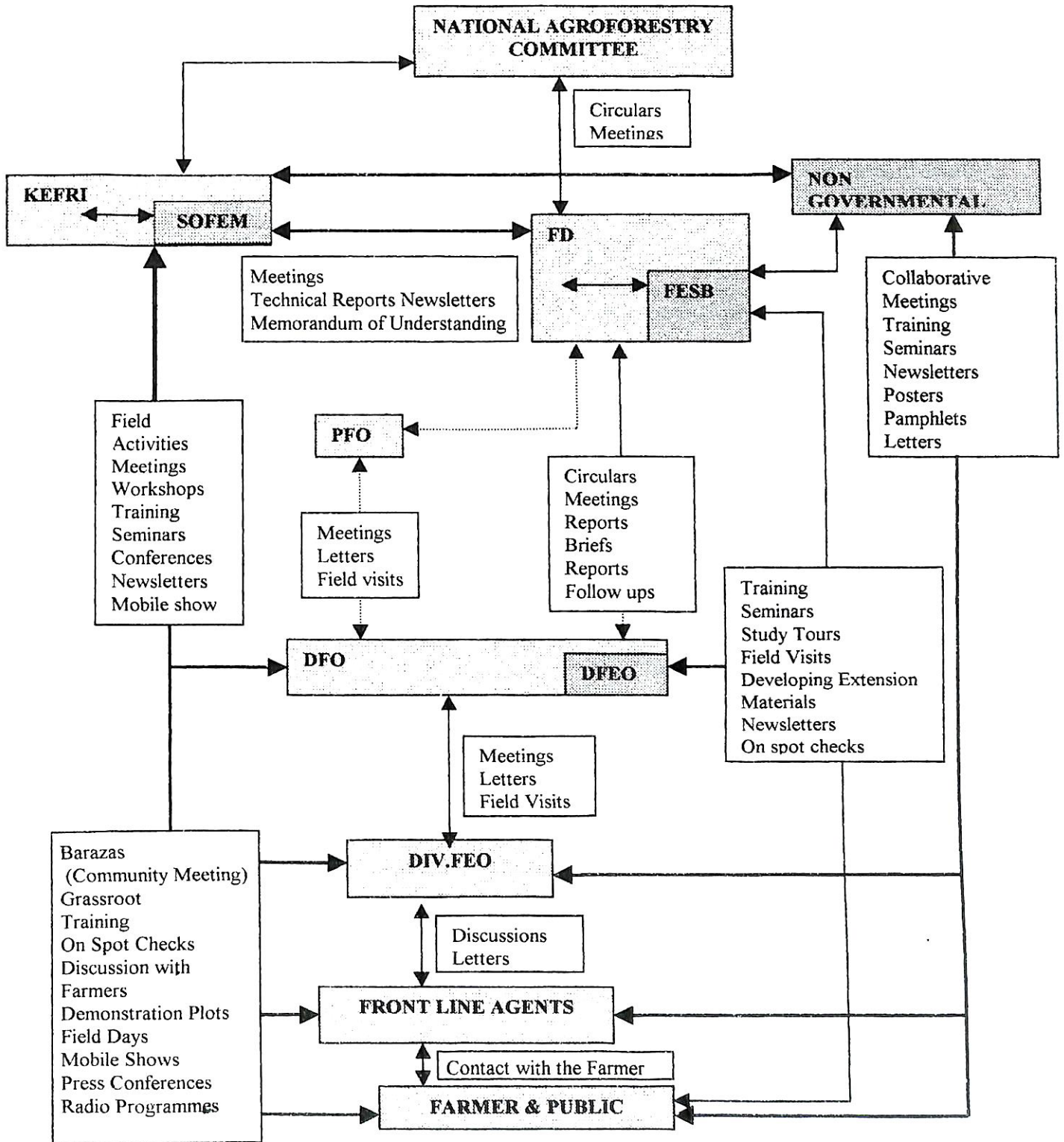
4) Press conference

This is sometimes used when the Minister, PS or CCF want to give publicity to tree planting or want to clarify an issue .e.g. excision etc.

5. Information channels of SOFEM

It is expected that SOFEM will have direct links with the FD/HQ and the FESB in particular as well as KEFRI HQ. Here existing linkages will be used to disseminate information to and from the three institutions. See attached diagram.

Fig. 1.1
Social Forestry Information Flow between Forest Department, Farmers, and KEFRI



II. KEFRI INTERNAL INFORMATION CHANNELS

Introduction

Kenya Forestry Research Institute is a National Research Institute mandated to carry out forestry research in Farm Forestry, National Forestry, Dry-Land Forestry, Plantation Forestry and in the Development of Forest Products and Services. The Institute was established under the Science and Technology ACT of 1986. KEFRI headquarters is located in Muguga, 25 Km North West of the Capital, Nairobi. The Institute has 1400 employees. Of this, 90 are Scientists, while the balance comprises of Technologists, Technicians and Administrative Staff.

1. Organizational Structure of KEFRI

KEFRI's internal organization comprises of:

- A Board of Management
- The Director
- Core Research Programmes
- Support Services

1) The Board of Management

The Board of Management is appointed by the Minister for Environment and Natural Resources. The Board is charged with the responsibility of developing the Institutes policies and hiring of senior personnel.

2) The Director

The Directorate is made up of the Director, who is also a member of the Board of Management where he serves as Secretary. The Director is the main administrator and Chief Executive of the Institute. Two Deputy Directors assist him. These are Deputy Director for Research and the Deputy Director in charge of Finance and Administration.

The Deputy Director for Research adjudicates all research activities of the Institute. The Deputy Director Finance and Administration handle finance and Administrative matters.

3) Core Research Programmes

KEFRI's research and development programme activities are implemented through four core research programmes. These are :

- Farm Forestry
- Natural Forestry
- Dry-land Forestry
- Forest Plantations

Each of the four core research programmes is co-ordinated by an Assistant Director or National Programmes Co-ordinator. Apart from Co-ordination, the National Programme Co-ordinator (NPC) is responsible for development and direction of research within his area. NPCs are answerable to the Deputy Director for research.

The NPCs meet once every month to discuss progress and look at research proposals. They also evaluate and appraise staff.

4) Regional Research Centres

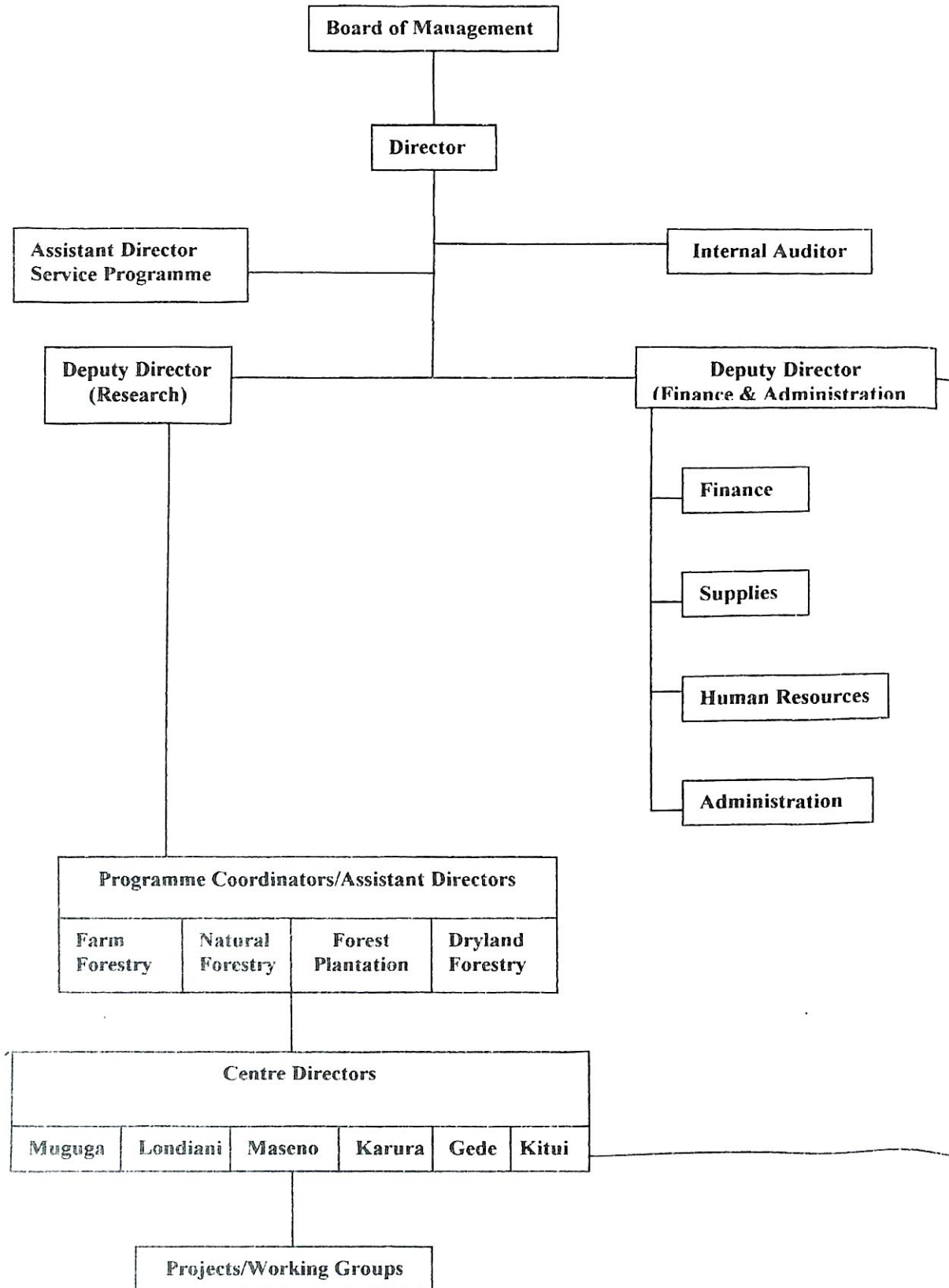
KEFRI's research activities are carried out in six Regional Research Centres, four Sub-Centres and six Field Centre.

The six Regional Research Centres are Muguga, Londiani, Maseno, Karura, Gede and Kitui. Sub-Centres are Nyeri, Turbo, Turkana and Kibwezi. Field Centres are Kuja River, Kitale, Kakamega, Ramogi, Marigat and Bura-Tana.

The Heads of Regional Research Centres are Centre Directors. They have jurisdiction over all staff in their Centres and they monitor and facilitate all research activities in their area including activities in the Sub-Centres and Field Centres. In terms of communication, Centre Directors are answerable to the Deputy Director - Research. For projects and research activities, they are answerable to specific NPCs depending on projects being addressed. For instance, in Dry-land Forestry activities, the Centre Directors (CDs) are answerable to the NPC for Dry-land Forestry. This covers areas like Kitui, Turbo, Marigat and Bura-Tana.

There is, however, no specific forum for CDs to meet on their own, but every three months, they meet with NPCs and the Director to discuss the progress of the National Research Programme, and to prioritize new research issues that may have emerged. Due to demand by NPCs to keep monitoring activities in the field, NPCs are in constant contact with CDs mainly by telephone and periodically through consultation regarding on-going research activities. All CDs make quarterly reports to the Headquarters. These reports carry notes on field research reports, administration and welfare functions undertaken throughout the reporting period.

Fig.2.1 KEFRI organization structure



5) Sub-Centres

Sub-Centres are stations with fewer functions than Regional Research Centres. Activities at Sub-Centres are usually not as demanding as the Regional Centres. Sub-Centres usually send their quarterly reports to the Regional Centres for harmonizing before a complete report is sent to the headquarters.

6) Field Centres

Field Centres are areas where KEFRI is currently carrying out limited activities for a given period of time. If activities in a field centre increase, the field centre may be accorded the status of sub-centre. There may be two or three members of staff at a field centre to oversee activities and make regular records. Reports from the field centres are compiled and sent on quarterly basis to the Regional Centres to be included in the regular reports made to the headquarters.

7) Kitui Regional Research Centre

Kitui Regional Research Centre is one of the six regional research centres in the country. It is located in the Central part of the country and in a dry land zone. Kitui exercises administrative responsibilities over two Sub-centres and two field centres. These are Turkana (Lodwar), Kibwezi, Marigat and Bura.

The administrative head of Kitui is a Centre Director who Co-ordinates both administrative functions, research and extension activities. The Centre Director is answerable to the National Programme Co-ordinator for Dryland Forestry in terms of R & D.

Kitui has the distinct advantage of playing host to the Social Forestry Extension Model Development Project for Semi-Arid Areas (SOFEM). The project addresses forestry extension development in Kitui and generates information and technologies necessary for other dryland areas. This is done through three major activities namely, Technology Development, Farm Forest Establishment and Extension Method & Information.

2. Intra – information flow at KEFRI

1) Administrative information

Administratively, information flow at KEFRI follows a vertical format. Information flows from the Board of Management, through the Director down to the junior officers through their respective heads of programmes.

Information between the Board and the Director is mainly on Policy Development, Recruitment, Remuneration and Interpretation of National Development Policies. Information exchange between the Board and the Director is very frequent. Normal exchange of information is once every month. However, the Board may sometimes meet as many as three times in a month. The results of these meetings are contained in the minutes.

Issues discussed between the Director and the Board are communicated to the NPCs through monthly meetings. Information passed down to NPCs is mainly to do with policy implementation. Where information is urgently required in a particular section, the Director may issue an official memo or circular to the NPCs. These in turn pass on the information to Scientists either in meetings convened for the purpose or also through official memo. Instruction for implementation of certain tasks may be issued through a memo to the individual by an NPC. Such instructions are specific and are usually for tasks which require only a short duration.

Meetings between NPCs and Scientists are held once a month. At these meetings, regular work is given and new instructions issued. These meetings also provide a forum for discussing future plans or emerging issues. Complaints or constraints are also discussed at such forums. Through such meetings, new ideas and strategies that require policy decisions of the Board are formulated and passed on to the Director through the NPCs and eventually to the Board. The frequency of such information is usually once in two months.

2) Scientific information flow

The flow of information flow between Scientists is supposed to be on horizontal basis. Although NPCs have some groups of scientists with whom they work, scientists are free to move from one programme to the other within their discipline or area of expertise. Scientists are grouped into six units known as Scientific Working Groups. The groups are thematically arranged and currently are:

1. Socio-economics and Policy issues
2. Tree Stand Management, growth and yield
3. Integrated Pest Management (IPM)
4. Timber and Non-timber products and services
5. Natural Forests/Woodland Ecosystems
6. Agroforestry Technology

A working group is Co-ordinated by a Team Leader (TL). A team leader is based at the headquarters and administratively reports to one of the NPCs in which his or her working group has the biggest thrust. Administrative reportage of a team leader to a particular NPC does not tie the TL to a particular programme. Scientific members of a working

group also have the freedom to work with any of the NPC provided that the TL is informed.

This kind of arrangement is intended to enhance a multidisciplinary involvement in seeking solutions to scientific problems.

(i) Instruments of Reporting

Traditional instruments of communication within the Institute have been:

- Project Reports
- Annual Reports
- Technical and Research Notes
- Occasional Papers and Monographs
- Refereed Journal Papers
- Contracted Research Reports
- Newsletters

(ii) Technical and Research Notes

KEFRI Technical Notes are made from conclusion of research activities. They are considered to be comprehensive reports on research questions that have been part of KEFRI's research activities.

Research Notes, on the other hand, are interim reports about on going research work. They indicate a direction that research results are leading to and some interim results. The Institute produces about two Technical Notes and two Research Notes per year.

Technical and research notes are distributed to all District Forest Officers, all KEFRI Heads of Programmes, Team leaders and to all Research Centres. Roughly 400 copies are distributed. One hundred copies are retained for use at the headquarters for Seminars, Conferences, Workshops and for sale. Members of the Board of Management receive a copy each.

3) Occasional Papers and Monographs

Occasional papers contains special detailed information that may have arisen during the course of research or a point that may be in public demand but which does not form part of the institutional core research. Monographs are similar but they usually deal with a species that is of special interest in more than one country e.g. *Bamboo*, *Rattans*, *Neem* etc.

There is no specific programme for the production of occasional papers and monographs. Since 1990, six Occasional Papers and Monographs have been produced. Five hundred copies of each of these publications are produced each time. Distribution is as follows:

Board of Management	10
NPCs	6
Library/Sale/PR	100
Forest Department	300

4) Refereed Journal Papers

Publications of research findings in refereed journals is the initiative of individual scientists or groups of scientists. Publishing in journals is a regular occurrence among KEFRI scientists. However, costs have kept KEFRI away from subscribing to journals on a regular basis. The East African Journal of Forestry and Agriculture is co-authored by KEFRI and the Kenya Agricultural Research Institute (KARI). This publication has run into financial problems in the recent past and is looking around for a sponsor. In its annual production of 300 copies it is distributed to about 250 destinations. KARI distributes 200 through its networks, while KEFRI distributes the remaining 100 to its senior staff and its collaborators.

3. KEFRI's external out - reach

The Institute has entered into Memoranda/Memorandum of understanding (MOU) with several National and International organizations. Each memorandum signed specifies the relations and communication mechanisms between KEFRI and its partner. Presently MOU/Agreements are with the Forest Department (FD), the International Centre for Research in Agroforestry (ICRAF), Moi University, Kenya Marine and Fisheries Research Institute (KEMFRI) and Indiana University.

The remaining linkages are spear-headed by the Service Programme under the Assistant Director in charge of the programme. Such linkages fall under:

- Public Relations,
- Technology Transfer and Training
- Information Documentation and Liaison

1) Government Ministries

(i) Office of the President & Ministry of Environment and Natural Resources

In terms of communication with the Government, KEFRI is under the Ministry of Environment and Natural Resources. Communication with the parent Ministry is in four main areas:

- Training - particularly, overseas
- Clearance to travel outside the country
- Finances from Government
- Extension through the Forest Department

Communication is very frequent and includes official letters, progress reports and clearances for KEFRI Staff to travel overseas. KEFRI unilaterally also sends copies of its publications to the offices of the President and to the Ministry of Research.

The Director meets the Permanent Secretary every month to discuss Research and Training. Personnel Officers from KEFRI meet their counterparts in the Ministry on weekly basis for clearances. KEFRI Deputy Director Finance and Administration, and the Chief Accountant meet the Deputy Secretary in the Ministry every month to look at Finances and carry out fiscal planning.

KEFRI has fallen under different ministries from time to time. Relations between KEFRI and the Ministry of Natural Resources were governed by a Memorandum Of Understanding (M.O.U) signed between the two Ministries in 1995. In 1986 KEFRI was under the Ministry of Research, Technical Training and Technology. KEFRI is now under the Ministry of Environment and Natural Resources. The change only came about in 1999. Before then, under the M.O.U. a liaison office was established between KEFRI and the Ministry of Natural Resources. Liaison offices are stationed in F.D. headquarters in Nairobi. Under the M.O.U. both organizations exchange notes on Research and Development. Monthly meetings are held and there is a bi-annual Newsletter published between the two organizations.

The Ministry of Environment through the National Environment Secretariat is an important contact between the Ministry and KEFRI. They frequently receive copies of KEFRI publications and are members of a number of joint task forces.

(ii) Ministry of Foreign Affairs

KEFRI deals with many foreign organizations. According to Government regulations, Government clearance has to be obtained from the Ministry of Foreign Affairs before dealing with outside institutions. Due to such requirements, the Ministry of Foreign Affairs is entitled to receive all types of information from KEFRI where such information has a bearing to foreign input. Copies of all KEFRI publications are, as a matter of

routine, sent to the Ministry of Foreign Affairs. Other documents sent are copies of research proposals that are jointly addressed by KEFRI and donor groups.

Communication between the Ministry and KEFRI is intensified during occasions like KEFRI bi-Annual Conference, National Agroforestry Workshop, and the Annual Regional Social Forestry Course. KEFRI's management staff have to meet with senior Ministry Staff to appraise them of the developments. The Ministry has to receive the names of all foreign participants and the local ones. The Ministry then takes it upon itself to liaise with other Government agents for any subsequent actions that are deemed necessary.

(iii) Ministry of Agriculture

Due to its unique role, KEFRI finds itself working closely with the Ministry of Agriculture in areas like Farm Forestry and Agroforestry. It is also realized that KEFRI has to allow farmers to produce enough food for themselves before they can take interest in forestry. KEFRI therefore collaborates with the Ministry of Agriculture in the National Agroforestry Council and in Soil Conservation Forums. There is no contract binding the two. In the process, KEFRI sends to the Ministry, copies of all their publications. Meetings between KEFRI and the Ministry are held on quarterly basis. However, Ministry representatives are always invited to KEFRI organized workshops, Conferences and Seminars.

(iv) Other Ministries

a. *Ministry of Culture and Social Services* –

Very useful to KEFRI in transfer of technology. Regular recipients of KEFRI publications and participants in Seminars, Conferences and Workshops. Meetings are about three per year.

b. *Ministry of Energy* –

A major consumer of forest products. Participant of KEFRI in extension activities and in development of energy saving devices. Frequently receives publications.

c. *Ministry of Information and Broadcasting* –

They are sent copies of KEFRI publications as a matter of routine for their central reference library.

d. *Ministry of Education* –

This is a major agent for information dissemination. Unfortunately forestry is not an important subject in schools and is only covered under Agriculture. KEFRI Kitui and KEFRI Headquarters have been making extra efforts in sensitizing nearby schools in forestry through provision of seedlings and exchange of publications. KEFRI sends a copy of their publications to the Ministry. However, a number of KEFRI programmes work directly with schools, particularly, in forestry extension. Kitui Centre is in

constant contact with a number of schools in the District. KEFRI headquarters works closely with nearby schools and a representative is sent to the schools in their monthly meetings to give a feed back to the Director.

2) Universities and Training Colleges

KEFRI has a close link of information exchange with National Universities and Training Colleges.

(i) Moi University Eldoret:

The relations between Moi University Eldoret is of a significant importance. Most of KEFRI Scientists have trained for their first degrees at Moi University. Many forestry students from Moi University come for their field attachment to KEFRI. The University frequently requests for publications and KEFRI, regularly, sends them all copies of KEFRI publications.

(ii) Other Universities

Due to its Central position in the country, the University of Nairobi plays an important role in KEFRI's research agenda. As an older university, it has more researchers and a better communication network. A few of KEFRI staff are currently undertaking their major degrees at Nairobi University. Other staff also use reference material available at the Nairobi University.

Jomo Kenyatta University of Agriculture and Technology is currently co-operating with KEFRI in fruit tree development.

Egerton University every year sends its third year students to KEFRI for a familiarization tour. Although no closer contacts have been established, KEFRI frequently asks Egerton to help it in its PRA development strategies.

(iii) Londiani Forestry College

KEFRI's foresters were mostly trained at the Londiani Forestry College. The College is situated in the same area as the KEFRI Regional Centre in Londiani.

This has given rise to a healthy relation between KEFRI and the College. KEFRI is represented at the college's annual course appraisal meetings. The college is also represented at KEFRI's meetings at the regional level-every month.

(iv) Polytechnics

The Nairobi Polytechnic and the Eldoret Polytechnic are the training grounds for all technicians at KEFRI. These colleges also find KEFRI an important area for imparting practical skills. KEFRI's open policy has led to the opening up to the students from the two places to undertake their field attachments and research at the Institute.

3) National and International Research Organizations

KEFRI collaborates in its work with other National and International Research Organizations. All National Research Organizations are on KEFRI's mailing list. This entitles them to receive all publications done by KEFRI.

(i) Kenya Agricultural Research Institute (KARI)

KEFRI is engaged in collaboration with KARI in Embu and Maseno. Formal work procedures entitles KARI to receive and compare notes with KEFRI on a continuous basis. Progress reports are frequently made by field officers and reported to both KEFRI and KARI headquarters. These reports eventually translate into various Reports and Newsletters with a world-wide circulation. Meetings at field Centres are carried out on a monthly basis. This allows for consultations with headquarters of both institutions. It also gives room for individual institutional planning.

(ii) International Centre for Research in Agroforestry (ICRAF)

ICRAF has its headquarters in Kenya. From its mandate, ICRAF works with National Institutions. On the ground, KEFRI and ICRAF are engaged in research and development activities in Maseno and Embu. ICRAF frequently receives KEFRI publications and also passes on to KEFRI their own publications on a regular basis. Meetings are held regularly, at least once a month. A joint committee of ICRAF and KEFRI headquarters carries out monitoring of joint activities every six months.

(iii) International Centre for Insect Physiology and Ecology (ICIPE)

The International Centre for Insect Physiology and Ecology (ICIPE) is an important reference point for KEFRI. The centre was particularly important to KEFRI in the early stages of KEFRI's formation. The centre has helped to train KEFRI Entomology Staff in insect identification and insect handling. The current scientific artist and illustrationist was trained at ICIPE. KEFRI has signed a memorandum of understanding with ICIPE on insect pests. The agreement was signed in 1992 at the height of the cypress aphid attack in the country. The agreement allows both institutions to act together should there be an insect pest attack. Both institutions are bound to consult with each other before giving an early warning alert. Consultative meetings between KEFRI and ICIPE are held once a month. KEFRI is represented at such meetings by the Integrated Pest Management

(IPM) research team. The Director KEFRI is a member of the Board of Management of ICIPE by virtue of his position as the Chief Executive of a National Research Organization. KEFRI enjoys a free healthy exchange of publications with ICIPE and receives Newsletters, Annual Reports and their “Bi-monthly news up-dates”. KEFRI also gives a copy of all its publications to ICIPE.

4) Donor Organizations

Various types of exchanges go on between KEFRI at both individual and institutional level. Some of these organizations invite applications for donor funding through development of research proposals. Sometimes, the Institute requests a specific donor to fund an on-going activity or an intended activity. This is followed with formal exchange of information resulting in the establishment of a protocol.

The common exchange between donors and KEFRI are:

- Research Proposals
- Research Funding Applications
- Research Progress Reports
- Activity Protocols
- Memorandum of Understanding
- KEFRI Publications

(i) Japan International Co-operation Agency (JICA)

This has been the longest and biggest single donor to KEFRI since 1985. Relations between JICA and KEFRI are governed by a series of protocols between the two parents Governments; the Government of Japan and the Government of Kenya. The good relations are responsible for the construction and equipping of KEFRI headquarters and the Kitui Centre at a cost of over Kshs.800 million.

KEFRI passes over to JICA/SOFEM copies of all their publications. Likewise JICA/SOFEM assists KEFRI to procure books, and other publications from other publishers. Due to JICA/SOFEM protocol of work, joint publications are developed between KEFRI and JICA for distribution to farmers, schools and other land use agencies. Joint workshops are organised bringing in a wide spectrum of participants and farmers.

Regular meetings named the Project Implementation Committee (PIC) held between KEFRI/FD/JICA every month to monitor and report on the project technical activities.

(ii) German Technical Assistance (GTZ)

KEFRI has had important linkages with the German Technical Assistance (GTZ) since its formation in 1986. GTZ is responsible for the construction and equipping of the Kenya Forest Seed Centre at KEFRI Muguga. The Centre has capacity to supply enough forest seed for the country's needs. Although the role of the forest Seed Centre has changed to that of testing and quality control, a lot of seeds are still collected from various parts of the country for distribution both at National and International level.

In 1994, GTZ constructed and equipped a building to be used for plantation forestry research and development. In a project run by both KEFRI and FD, GTZ was sponsoring a series of activities geared at improving both research and the management of Industrial Forest Plantations in the country. GTZ suspended the sponsorship of the project in 1998 following the tragic murder of the German Project Co-ordinator in Nairobi by suspected robbers. Despite the suspension by GTZ, the project activities are still going on, jointly run by KEFRI and FD.

Publications developed by the assistance of GTZ are distributed for free to all National Environmental organizations. In return KEFRI sends a copy of all her publications to GTZ office in Kenya.

(iii) Swedish International Development Authority (SIDA)

The Swedish International Development Authority (SIDA) has given assistance to research activities from as early as 1986. The assistance from SIDA has mainly been in the area of actual research activities. SIDA has provided vehicles and finances to enable officers to move and set up research activities in various centres. Farm Forestry, and Agroforestry are the areas enjoying the strongest SIDA support. They have helped set up experiments, write reports and organize conferences.

SIDA assistance comes when individual scientists write to request for assistance to carry out research in a particular area. If the proposals meets with the approval of SIDA, an agreement is negotiated and agreed upon between KEFRI and SIDA. The terms of such assistance have to be clearly indicated in the agreement. Funds are then released for the work to start. Subsequent funds are released slowly afterwards depending on the progress reports received throughout the agreed implementation period.

5) Stake Holders

KEFRI also exchanges information with a number of stake holders. These are:

- Farmers
- Industries
- Saw Millers

(i) Farmers

These are by far the most important client of KEFRI. However, it is not always possible to reach all farmers. KEFRI still makes an effort to reach those people considered as model farmers. These receive Technical Advice, Brochures, Manuals and Newsletters on a regular basis. The practice is for KEFRI to maintain close links with farmers in project target areas. At the moment, KEFRI is in contact with about 60 farmers in Embu, Kitui, Kuja River and Londiani. A few farmers write to KEFRI, while others tell their problems to officers in the field.

(ii) Industries

KEFRI deliberately tries to keep in contact with people in the various wood using industries. Currently KEFRI has close working relations with Pan African Paper Mills, the prime manufacturers of paper. Collaborative work in development of various usable tree species is currently going on. Technical information is exchanged frequently between KEFRI and Pan Paper Mills staff. In addition Pan Paper Mills receives KEFRI publications. Other industries which benefit from KEFRI information exchange are Tim Sales, Elgeyo Saw Millers and Raiply.

(iii) Saw Millers

KEFRI organizes training for saw millers through the Forest Products Centre of Karura in Nairobi. The purpose of the training usually is to impart new skills and technologies that are environmentally friendly and which lead to reduction in waste during the conversion process. The courses are held with the assistance of the British High Commission twice a year.

6) Others

(i) National Development Organizations

KEFRI is engaged in both formal and informal exchange of information with a number of National Development Organizations and Non Governmental Organizations. Some of these are National Irrigation Board, Lake Basin Development Authority, Tana River Development Authority, The Permanent Presidential Commission on Soil Conservation and Afforestation, CARE Kenya, Vi Project etc. The number is big. However, apart from exchange of publications, any other information is passed over to those organizations only on request. Still, KEFRI invites a number of these organizations to its Seminars, Workshops and Seminars where they are invited to present papers.

(ii) Kenya National Library Services and the Kenya National archives

It is mandatory to deposit all publications done in Kenya with the Kenya National Library Services and the Kenya National Archives. Such publications, however, exclude research thesis and research proposals.

(iii) Mass Media

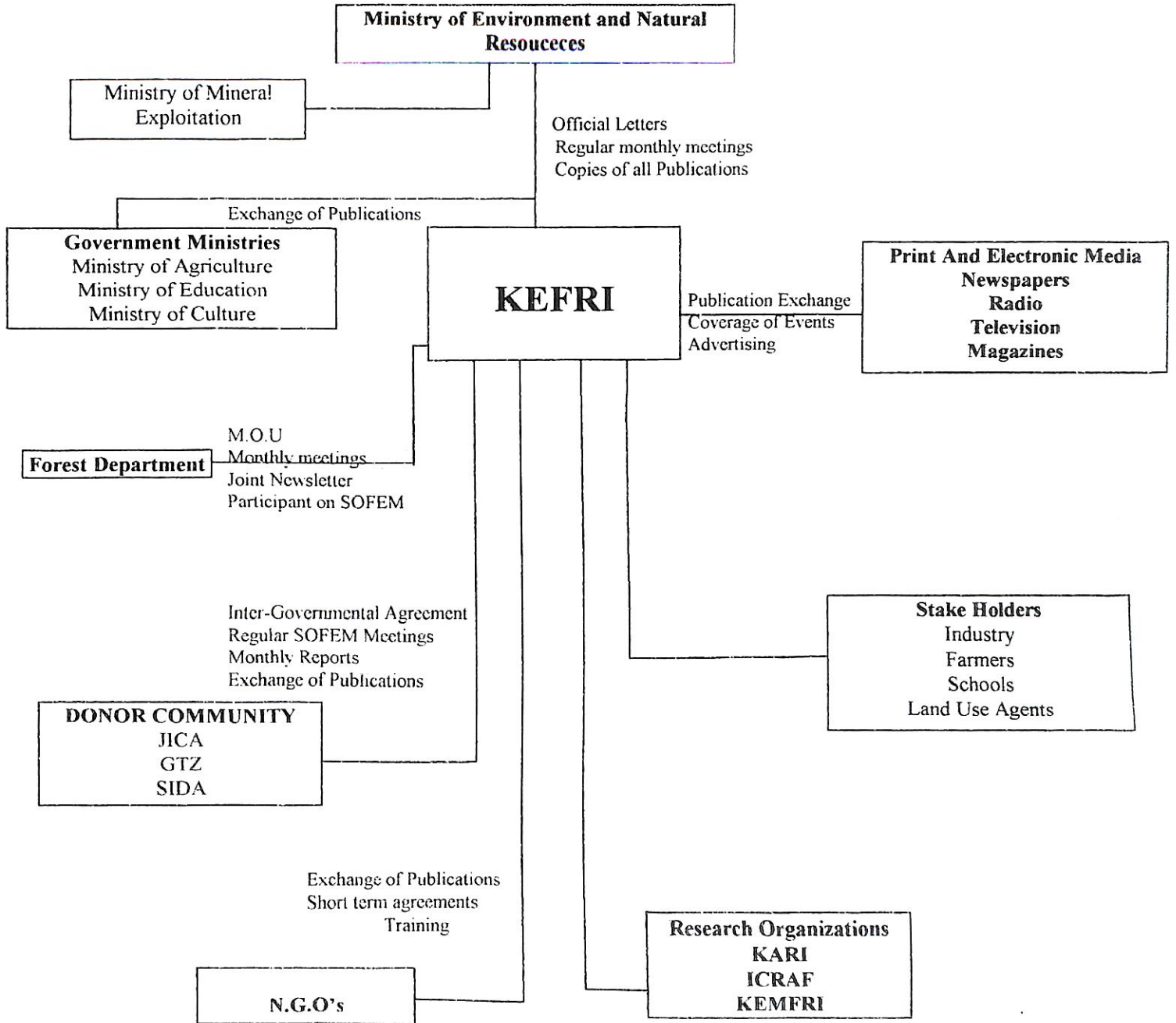
a. *Print Media*

In the print media KEFRI deals with three principle newspapers. These are Nation, Standard and Kenya Times. However, there are a number of other Newspapers which KEFRI occasionally deals with at the request of those Newspapers. This is because these newspapers are less known and have their circulation only in Nairobi. Here we have The People, Star, Kenya Confidential, Business Weekly etc. KEFRI sends information about its publications to the three above named dailies. Twice every year, KEFRI sends supplements summarising its activities to any of the Newspapers. Important announcements are made normally in the Daily Nation. KEFRI also invites the three newspapers to all its functions about six times every year. On their initiative the papers send feature writers to KEFRI to carry out research and write stories. This could be about six times every year.

b. *Electronic Media* -

The electronic media has been growing fairly fast since 1996. Previously Kenya only had KBC and KTN. Presently, there is CTN, Stellavision, Metro FM, Capital FM. Of these, KEFRI deals with KBC and KTN only. Primarily KEFRI sends copies of all its publication to both KBC and KTN. Both media send over cameras to cover functions at KEFRI about twice a year. KEFRI also invites KBC radio producers to cover its activities. This is about five times per year. Once in a while KEFRI participates on TV. discussion programmes. This is done three times a year in Professional View and Press Conference.

Fig.2.2 KEFRI Information Flow with other Institutions



III. INFORMATION CHANNEL BETWEEN FD AND KEFRI

Upon signing a memorandum of understanding between FD and KEFRI, flow of information particularly with regard to research was regularized.

1. Committees

To this end two committees were set up i.e. the Policy Liaison Committee at Policy level and the Technical Liaison Committee at implementation level. The two committees fall under the research liaison office which was set up by the two institutions to co-ordinate them.

As mentioned earlier, the CCF forwards all research needs to the PLC/TLC through this committee and then on to KEFRI.

Likewise, KEFRI forwards all research findings through this committee to FD.

2. Newsletter

In order to disseminate research findings to the consumers who are mainly Foresters within FD in a more readable form, a bi-monthly Newsletter is published by the two institutions. Besides research findings, issues of general nature affecting forests in general are also included. This forms another channel of information exchange between the two.

Constraint: This Newsletter is published on cost-sharing basis and financial difficulties have hindered its regular production.

3. Technical notes, Technical orders, Research notes etc.

All research findings published at KEFRI in any form are sent to FD through the research liaison office for distribution.

Constraint: Non availability of funds for postage results in delays in delivering the materials to the intended readers.

IV. MAJOR POINTS TO BE CONSIDERED FOR THE ACTIVITIES

In conclusion, the following points are recommended to carry out SOFEM information activities effectively.

1. Direct approach to DFO

Some parts of the internal information flow of FD have difficulties to work effectively mainly due to financial constraints. Among them communication between FD HQs and DFOs seems to be the most difficult especially, since they do not have enough cost of telephone, transportation or mailing, in spite of long distance between them.

On the other hand, information flow under DFOs is more reliable, since they work in the same areas, although they also have some constraints such as transportation or communication equipment.

Considering information activities of SOFEM, most of which are conducted at rural areas, DFO is the key part of the information flow to carry out the activities smoothly. If the project disseminates information through HQs, it takes long time. For instance, it took half a year for the project newsletter to reach DFOs. Unless information is disseminated in good time, it diminishes the value. Some information should be passed through HQs, the project needs to assist HQs financially to deliver the information to DFOs, although the problem of sustainability will still remain.

2. Information dissemination through KEFRI

One of the important actors in promotion of social forestry is a farmer. As mentioned above, although KEFRI recognizes it, it is difficult for them to reach all farmers. However KEFRI should try to reach not only their model farmers but also ordinary farmers as much as possible through conducting functions such as training or open day of the regional centres.

3. Collaboration at ground level

Information exchange between FD and KEFRI has been conducted regularly mainly at higher levels. As both organizations are under the same Ministry, Ministry of Natural Resources; since September 1999, it is expected that information exchange on technology development and extension will be faster, especially at ground level such as between DFOs or DFEOs and regional centres. Information flow between them could be developed further through conducting activities in collaboration. Some activities by the SOFEM like the mobile show or development of extension materials could take advantage of this.

4. Horizontal information flow

From examination of the document, it appears that each FD and KEFRI has information channels with other institutions concerned such as Ministries, international agencies, NGOs and universities and so on. However there is not horizontal information channels between institutions concerned based on the existing channels kept by FD or KEFRI to promote information exchange. It is recommended that horizontal information channels among them should be developed to promote mutual information exchange.



