

Usage of Social Marketing Strategies in Changing Public Behaviour – A Case for “Rural Enterprise and Agri-Business Promotion Project”

To my Parents,

by

LUCY WAMBUI MBUGUA (MS)

Mrs Felisita Njen Mbugua



Mr. Justi Mbugua (deceased)

A PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF MASTERS OF BUSINESS ADMINISTRATION (MBA) DEGREE OF THE FACULTY OF COMMERCE, UNIVERSITY OF NAIROBI

OCTOBER, 2003

is my original work and has not been submitted for a degree in
DEDICATION

To my Parents,

Mrs Felisita Njeri Mbugua

And

Mr Justi Mbugua Gathuru (deceased)

Mr T. Mutugi

Lecturer

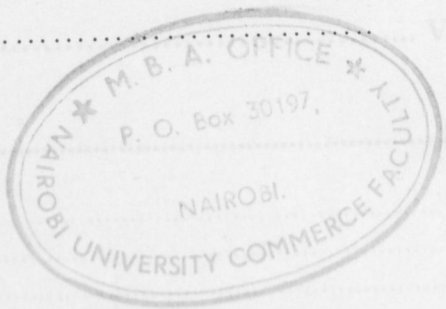
Business Administration Department

Date: 12-11-03

DECLARATION

This project is my original work and has not been submitted for a degree in any other University.

Signed: *[Signature]*



This project has been submitted for examination with my approval as the University Supervisor.

Signed: *[Signature]*

Mr T. Mutugu
Lecturer
Business Administration Department

Date: 12-11-03

TABLE OF CONTENTS

	Page
LIST OF FIGURES	III
LIST OF TABLES	III
LIST OF ACRONYMS	IV
ACKNOWLEDGEMENTS	V
ABSTRACT	VI
CHAPTER 1 - INTRODUCTION.....	1
1.1. BACKGROUND	1
1.1.1. THE REAP PROJECT.....	2
1.2. STATEMENT OF THE PROBLEM	5
1.3. RESEARCH OBJECTIVE.....	6
1.4. IMPORTANCE OF STUDY	6
CHAPTER 11 - LITERATURE REVIEW	7
2.1. INTRODUCTION	7
2.2. The Ps of Social Marketing	7
2.2.1. THE SOCIAL MARKETING STRATEGY.....	8
2.2.1.1. The PRODUCT	8
2.2.1.2. PLACE.....	12
2.2.1.3. PRICE.....	13
2.2.1.4. PROMOTION.....	15
2.2.1.5. PROCESS	19
2.2.1.6. PERSONNEL.....	21
2.2.1.7. PARTNERSHIP, POLICY, POLITICS	22
CHAPTER III - RESEARCH METHODOLOGY.....	24
3.1 INTRODUCTION	24
3.2. POPULATION, SAMPLE SELECTION AND SIZE	24
3.3. DATA COLLECTION METHOD	25
CHAPTER IV - DATA ANALYSIS AND FINDINGS.....	27
4.1. The PRODUCT.....	27

4.1.1. THE CONCEPT OF SOCIAL PRODUCT	27
4.1.2. POSITIONING THE SOCIAL PRODUCT	28
4.1.3. SOCIAL MARKETING OF SERVICES.....	30
4.2. The PLACE	31
4.2.1. DISTRIBUTING A TANGIBLE PRODUCT	31
4.2.2. DISTRIBUTING AN INTANGIBLE PRODUCT	32
4.3. The PRICE.....	33
4.3.1. MANAGING THE MONETARY COSTS OF ADOPTION.....	33
4.3.2. MANAGING THE NON-MONETARY COSTS OF ADOPTION	34
4.4. PROMOTION.....	35
4.5. PARTNERSHIP, POLICY, POLITICS	35
CHAPTER V - SUMMARY, CONCLUSION AND IMPLICATIONS.....	38
5.1. Summary.....	38
5.2. The PRODUCT.....	38
5.2.1. THE CONCEPT OF SOCIAL PRODUCT	40
5.2.2. POSITIONING THE SOCIAL PRODUCT	40
5.3. PLACE	40
5.3.1. DISTRIBUTING AN INTANGIBLE PRODUCT	40
5.3.2. DISTRIBUTING AN TANGIBLE PRODUCT	41
5.4. PRICE.....	41
5.4.1. MANAGING THE MONETARY COSTS OF ADOPTION.....	42
5.4.2. MARKETING FUNCTIONS OF PRICING.....	42
5.4.3. OBJECTIVES OF PRICING.....	42
5.4.4. METHOD OF PRICE SETTING	42
5.4.5. MANAGING THE NON-MONETARY COSTS OF ADOPTION	43
5.5. PROMOTION.....	43
5.6. PROCESS	44
5.7. PERSONNEL	44
5.8. PARTNERSHIP, POLICY, POLITICS	44
5.9. Overall Conclusion.....	45
5.10. Limitations of the study	46
5.11. Suggestions for further Research	46
BIBLIOGRAPHY	47
APPENDIX 1 - DISCUSSION GUIDE	49
APPENDIX 2 - PARTNER QUESTIONNARIE	52
APPENDIX 3 – PRODUCTION UNITS.....	54
APPENDIX 4 – PU CHARACTERISTICS	59

LIST OF FIGURES

	Page
Figure 1 Mtito Andei Production Unit.....	54
Figure 2 Mtakuja Grain Growers Production Unit.....	54
Figure 3 Masaku Ndogo Production Unit.....	55
Figure 4 Masaku Ndogo Production Unit.....	55
Figure 5 Masaku Ndogo Production Unit.....	56
Figure 6 Masaku Ndogo Production Unit.....	56
Figure 7 Masimbani Production Unit.....	57
Figure 8 Masimbani Production Unit.....	57
Figure 9 Masimbani Production Unit.....	58
Figure 10: Map of Makueni District – REAP Project Area.....	60

LIST OF TABLES

Table 1 The Sales Grid.....	18
Table 2 The Customer Grid.....	19
Table 3: Results score of attitude measurement using Likert Scale Rating.....	35
Table 4: The Production Units and their general characteristics.....	59

ACKNOWLEDGMENTS

LIST OF ACRONYMS

Many individuals have contributed to the development of this project

REAP	Rural Enterprise and Agri-Business Promotion
CARE	Cooperative Assistance and Relief Everywhere Business Administration
CMU	Central Management Unit
CK	CARE – Kenya
PU	Production Unit
HCDA	Horticultural Crops Development Authority
KIP	Kibwezi Irrigation Farm
NGO	Non Governmental Organization
FPEAK	Fresh Produce Exporters Association of Kenya
KARI	Kenya Agriculture Research Institute
AMREF	African Medical Research Foundation
MOA	Ministry of Agriculture
KIP	Kibwezi Irrigation Project
TARDA	Tana and Athi River Development Authority

The same applies to the other primary respondents who gave time for the personal interviews. I acknowledge the moral support of my colleagues and friends in CARE Kenya.

My sincere gratitude to members of my family who gave me support throughout the study. My mother, whose patience and moral support, as I worked on my computer in the late hours of the night was very much valued. In a special way I wish to thank my sister Wanjiru and her husband Zeph, whose support throughout the duration of the M.B.A. degree programme made it all possible.

My sincere gratitude to my other family members and friends for their encouragement.

Last but not least, sincere gratitude to all my Union Prayer Group members and all other Christian Life Community friends, who understood my absence and supported me during the course of the M.B.A. degree programme.

ACKNOWLEDGMENTS

Many individuals have contributed to the development of this project.

First, my gratitude goes to my supervisor, Mr T. Mutugu of the Business Administration Department, whose guidance and encouragement has made the completion of this project possible. I wish to thank him for the patience and continuous advice which has seen to the accomplishment of this project.

My thanks also go to the Faculty of Commerce and the Business Administration staff who read and criticized the original proposal. I also thank the M.B.A. II colleagues for their valuable suggestions and contributions throughout the study.

Special thanks go towards George Odo, the Rural Enterprise Agribusiness Promotion Project Manager and the REAP staff who provided information and the logistical support necessary during the data collection stage. I wish also to thank the small-holder farmers who gave their time and participated in very lively focus group discussions. The same applies to the other partner respondents who gave time for the personal interviews. I acknowledge the moral support of my colleagues and friends in CARE Kenya.

My sincere gratitude to members of my family who gave me support throughout the study. My mother, whose patience and moral support, as I worked on my computer in the late hours of the night was very much valued. In a special way I wish to thank my sister Wanjiru and her husband Zeph, whose support throughout the duration of the M.B.A. degree programme made it all possible.

My sincere gratitude to my other family members and friends for their encouragement.

Last but not least, sincere gratitude to all my Uzima Prayer Group members and all other Christian Life Community friends, who understood my absence and supported me during the course of the M.B.A degree programme.

ABSTRACT

This case study looked at the application of social marketing strategy tools with respect to the Rural Enterprise and Promotion Project, a horticultural marketing project run under CARE Kenya, in Makueni District. These tools as they are known; Product, Place, Price and Promotion. Additional tools have been added, as Process, Personnel, Partnership, Policy and Politics. The REAP project has been having problems in getting the farmers to play their part for the programme to succeed. Overtime, the smallholder farmers participation and commitment has waned. This study sought to look at the problem of slow adoption of the new farming technique by the smallholder farmers under the lens of social marketing strategies and the extent of their application in the model. For any successful social marketing program, the right mix of the social marketing tools needs to be applied.

The study was carried out using focus groups discussions with the smallholder farmers under the REAP programme, to gain insights and their perceptions about the whole REAP programme. The discussions were moderated by the researcher herself using a discussion guide prepared along the social marketing tools as they are known, as well as information already collected from the REAP staff concerning the current adoption problem. The focus group discussions took place at the farms. The information was collected in form of notes by the moderator, which were later classified according to the social marketing tool they applied to.

Information from the partners was collected using a semi-structured undisguised questionnaire which sought to obtain their attitudes using Likert Summated Ratings.

The findings from these analyses led to the following conclusions:

1) Product

The concept of the social product has been well understood by the farmers, however its positioning has not been successful because its tangible product base has not been achieved by the farmers. The tangible product is increased income and this is the main expectation by the farmers.

The farmers have an overall positive image of REAP as a credible organization. However, enhanced extension was identified as a need. The farmers also felt that REAP can strive to fulfil its role more efficiently, for example, by having timely delivery of input supplies, keeping appointment times and generally work at improving in all areas that add cost to farmers, whether monetary or non-monetary costs. The Project staff need also to be more responsive and sensitive to farmers' needs.

The recommendation would be for REAP to strive to live up to the Product positioning by ensuring income becomes a reality. Alternatively they can modify the positioning, hence the REAP model.

2) Place

Farmers are generally unhappy with all costs being deducted at source, hence leaving no money for dividend payment. They feel that REAP can strive to at least make some regular payments to motivate the smallholder farmer.

The intangible product, that is, the new farming techniques and linkages with private service providers is attractive to farmers. They reported enthusiasm with all that they learn. However, linkage with the private companies has been minimal. REAP has served as an intermediary between the smallholder farmer and the private companies.

As observed earlier, REAP need to review its model with the aim of coming up with positioning that is achievable within the current operating environments.

3) The Price

Farmers are in agreement that the costs required in adoption of this new technique are very high. The cite especially the cost of money, cost of land-clearing and management fee.

The farmers also recognized the existence of real threats to successful horticultural farming.

These include crop diseases, machine breakdowns, adverse climatic condition, delays of inputs, crops rejection by exporters and several others.

The recommendation here is for REAP to look for ways to reduce the costs of adoption. Farmers perceive the price they have to pay as outweighing the benefit. This is a real threat to the success of the model and REAP may need to radically review it in order to advance it.

4) Promotion

REAP has been very successful in its application of personal communication strategies with the farmers. The farmers are aware of their role and also the goal of the programme. They expressed a need to have closer interaction with REAP staff through enhanced extension. However, awareness of the whole concept has not been sufficient to increase the farmers' commitment through adoption. Other tools which have not been as successful have affected the overall practice expected from the farmers. This points to the importance of the right marketing mix for success.

5) Partnership, policy and Politics.

REAP has partners with both favourable and unfavourable attitudes towards the Project. Since working with partners makes social marketing more effective, it would be recommended that REAP works at enhancing the relationships. It would be recommended that REAP investigates the attitudes further with the aim of enhancing its relationships with the various partners.

CHAPTER I

INTRODUCTION

1.1. Background

The Rural Enterprise and Agri-Business Promotion (REAP) Project is a horticultural marketing and promotion project that targets smallholder irrigation farmers in Kibwezi Division of Makueni District in Kenya. The project's broad program objective is to develop market oriented horticultural agri-businesses that are managed by the smallholder farmer and supported by commercial operations of the private sector in Kenya (Odo, 2002). To achieve this broad objective, it becomes necessary for the smallholder farmers to adopt new techniques, which entails changing their behaviour.

This study seeks to analyze the extent to which social marketing strategies have been applied by the REAP Project in its efforts to convert the smallholder farmer in Kibwezi into a commercial farmer. This would be achieved by changing the smallholder farmer's behaviour, to be manifested through adoption of new farming techniques. Hence REAP Project is selling a behaviour. In differentiating commercial marketing and social marketing, Kotler et al, (2002) state that in such a situation the competition comes in the form of preferred behaviour and its perceived benefits. In the case of REAP, competition comes in the form of anything that comes in the way of preventing the small holder farmers from playing their required role. This can be alternative income generating sources that take up their effort at the expense of their Production Unit farm.

According to Kotler and Roberto (1989), social marketing is one of major change strategies that aim at changing public behaviour. They explain that other major change strategies are technological, economic, political/legal, educational and coercive. Kotler and Roberto (1989) further explain that social marketing is a planned process of influencing change, which is carried out through social campaigns. Social Marketing strategies can popularize positive ideas and attitudes and enhance favourable changes in social behaviour (Robert Zimmerman, 1993).

Kotler and Roberto (1989) have further defined social campaign as an organized effort conducted by one group, which intends to persuade others to accept, modify, or abandon certain ideas, attitudes, practices and behaviour.

The ultimate objective of social marketing is to influence action. Desired action will most probably result when the target audiences believe benefits are greater than the cost. This is most effective when based on target audience perception of proposed exchange.

Numerous studies in smallholder farming make reference to the issue of acceptance and adoption of effective and efficient farming methods, an aspect of behavioural change. No specific study was found that was on social marketing strategies to change smallholders' attitude and acceptance towards new farming techniques. However such studies have been done in other disciplines especially in health.

Uma Lele et al (1990) and International Food Policy Research Institute Report (1989) point out that risk aversion, which most of the time goes hand in hand with poverty and subsistence agriculture acts as an obstacle in adoption of improved farming technologies. Risk aversion is an attitude, one of the aspects normally targeted for change in social marketing. Attitude goes hand in hand with knowledge and practices, and affects all aspects affecting social behaviour.

Social marketing applies many principles of commercial marketing (John Shewchuk, 1989), for example the social marketing mix consists of the four Ps which include Product, Price, Place and Promotion. Kotler and Roberto (1989) have defined these four Ps as tools which are applied in setting social marketing strategies to achieve given objectives. Social marketers have suggested more additional Ps; *Personnel, Presentation, and Process* (Kotler and Roberto, 1989), *Partnership, Policy and Politics* (Nedra Kline Weinreich, 1999), and *Participation* (John Shewchuk, 1989).

1.1.1. The REAP Project

The REAP project is currently in the second year under production using the commercialized approach. It is involved in creating viable horticultural units with smallholder horticultural

groups in Kibwezi, and supporting them with integrated services in marketing, credit, inputs, extension, and management (Odo, 2002).

The creation of viable units requires full collaboration of the farmers, which will be evidenced in their acceptance, adoption and practice of the new farming techniques. The long-term purpose of the REAP Project is therefore to convert the smallholder horticultural farmer in Kibwezi into a commercial farmer who carries out the farming as a business that is sustainable (CARE Kenya Program Overview, 2001).

The farmers' role has been defined as provision of labour as well as carrying out activities as planned. This entails production planning and participating in all training sessions as well as in meetings on matters concerning their production unit.

On its part, REAP has sought to:

- ◆ Organize farmers into Production Units (PU)
- ◆ Provide linkages with the market
- ◆ Provide linkages to input, credit and service providers and
- ◆ Form a Central Management unit (CMU) to coordinate activities to achieve the overall objectives.

As has been observed in the REAP Project's results so far, behavioural change by the farmers has been less successful than expected (Odo, 2002). Adoption of the new farming method by the smallholder farmers has been slow. In contrast some studies with smallholder farmers have depicted situations of success. For example, studies carried out with smallholder farmers in Honduras, Latin America critically analyses circumstances, which led to impressive adoption rates of new farming techniques (Keith L. Andrews et al, 1992).

Keith et al (1992) has critically reviewed and analyzed the successful implementation of Integrated Pest Management techniques in Honduras. Keith found out that high adoption rates were experienced because of a participatory, grassroots approach by the agencies extending

appropriate farming. The success was augmented by the Honduran public sector extension programs, which emphasized conservation technologies. This points to the importance of *partnership* in social marketing.

1.3. Statement of the problem

The same study also identifies clear collaboration with the farmers from the very beginning of the program. This program hired the services of an anthropologist from the beginning (Bentley, 1987), to study linguistic and cultural aspects of smallholder pest control. This enabled the development of culturally sensitive research and training techniques. This served to *minimize the cost* to farmers as creating understanding must have led to enhancement of the value of the product being offered through reduction in costs associated with the 'unknown'.

The study identified that farmers are most innovative and will adopt the practices they need for their natural and economic environment if they are previously trained in the key concepts that they have lacked.

In contrast, a study to determine farmers' attitudes towards new farming techniques was carried out in Zambia by Paul A Francis et al (1997). The attitude change was less successful. Farmers manifested their lack of enthusiasm through non-participation in extension meetings, which they dimly perceived. This was partly blamed to the young and incompetent trainers.

Sustainable social marketing focuses on the target audience's needs more than the marketer's needs (John Shewchuck, 1994). Hence for REAP Project to be more effective in selling its service it will need to focus on the 4Ps not as perceived by themselves, but as perceived by the smallholder farmers. As proposed by John Shewchuk (1994), a convenient and easy way is to think about the social marketing Cs instead of Ps. The Product becomes the *Consumer's wants* and needs. The Price is the *cost* to satisfy these wants and needs. The Place is the *Convenience* to obtain satisfaction. The Promotion is *Communication*.

Studies found addressing the behavioural changes in smallholder farmers are limited, and those found only address the issues of social marketing partially. It becomes necessary and useful to critically review social marketing strategies applied in one such program. Whether these

strategies are consciously applied as marketing concerns or not, this will lead and help in reviewing the design of similar programs in the future.

1.2. Statement of the problem

Before the REAP Project started its operations, survey information from Kibwezi indicated only 50% of horticultural produce was of export quality (Kimenye, 2000). Since REAP program commenced the rejection rate has gradually reduced to 15% (Odo, 2002), indicating a marked improvement in quality of produce. Reports indicate that REAP project has been able to satisfy the quality targets of the export contracts, which has been reflected in higher prices and quality reports.

However the quantity targets are far from being met. Although the farm yields have improved, the quantity produced is still below the contracted quantities. The Project reports that there is room for improvement in yield following the right farming practices. For the year ended 2001, the farmers' production had only met approximately 35% of export contractual obligations.

The Project has observed that the farmers are not really living up to the expected farming practices as required. For example, the farmers' commitment to the Project requirements is still wanting. This is in spite of them being involved in all decisions pertaining to their farms as much as possible. Typical behaviour scenarios by the farmers have pointed to lack of commitment on their part.

In spite of this lack of commitment on the part of the farmers, the REAP Project needs to be in a position to meet the contractual obligations to maintain the goodwill and gain trust with the exporters. The project has taken upon itself to absorb the risk on behalf of the farmers by guaranteeing the farmers' performance. It becomes important for the REAP Project to evaluate the strategies in place to change the farmers' behaviour. This will be in order to enhance its ability to commit itself to realistic targets.

The above clearly implies that the current strategies aimed at achieving acceptance of the new farming techniques by the farmers are still not adequate. An analysis of the current social

marketing strategies applied by the REAP Project will reveal the gaps that when filled can build up the acceptance levels. This will then allow for more efficient and effective horticultural marketing by the farmers.

LITERATURE REVIEW

Therefore this study will strive to study the current social marketing strategies being applied in the REAP Project in the effort to make the farmers adopt new technologies in farming.

1.3. Research Objective

The general purpose of this study is to investigate the social marketing strategies currently being applied by the REAP Project, and to identify the gaps that are delaying the attainment of the project's horticulture marketing objectives. The inadequate acceptance has affected the farmers' ability to meet their production targets through their PUs. This will be accomplished by;

- Determining the extent of usage of social marketing strategies that have been applied in the introduction of the new farming technique to the small horticultural farmers.

1.4. Importance of Study

The current REAP model aims that farmers will in time provide full ownership to the CMU by making enough sales from their horticultural marketing to sustain it without subsidies. Therefore any study that builds up the capacity for marketing of the produce will contribute to the aspirations of all stakeholders.

The results of this study therefore will be of assistance to the farmers, CK and other stakeholders. It is envisaged that the farmers will one day be in a position to take full ownership of the marketing program after identifying their efforts with the profits earned. Like many other studies carried out for the REAP model, it is hoped that information contributed by this study will help guide the development and replication of other such similar projects in the horticulture industry, especially in the area of exports.

CHAPTER II

LITERATURE REVIEW

2.1. Introduction

Social marketing strategies describe the “how” of changing public behaviour (Kotler and Roberto, 1989). In this study the social marketing strategies would be the plan of activities aimed at making the smallholder farmers adopt the new farming techniques. Kotler goes further to explain that the extent to which social marketing strategies contribute towards the achievement of their goal is normally measured through collection of primary data, hence the requirement of social marketing research.

Kotler et al (2002) explains that key elements of successful campaigns are:

- ◆ illustrating the benefits of a thorough situation analysis,
- ◆ choosing the right target audiences,
- ◆ establishing realistic and meaningful goals and
- ◆ using all the Ps of marketing

2.2. The Ps of Social Marketing

Social marketing strategies are planned using the 4Ps of marketing. Social marketers have additional Ps in defining strategies. Kotler and Roberto have described the additional Ps as *personnel*, *presentation* and *process*. Others proposed are *partnership*, *participation*, *policy* and *politics* (Nedra Kline Weinreich, 1999), and *participation* (John Shewchuk, 1989).. Kotler and Roberto (1989) further describe these tools as the ones used to form the social-marketing mix, which give rise to many possible marketing strategies. Robert Zimmerman (1993) states that successful social marketing strategies are a function of setting realistic objectives, recognizing the target population and testing messages and materials. He further explains that changing public behaviour often requires repeated messages, and he adds more Ps to social marketing

tools, *persistence and patience*. It is in this regard that the social marketing studies of REAP Project will be analyzed.

2.2.1. The Social Marketing Strategy

2.2.1.1. The PRODUCT New way of marketing horticulture produce

2.2.1.1.1. The Concept of Social Product

Kotler and Roberto (1989) state that a social product is borne out of the needs of target adopters. Hence the first step is in identifying the needs that need satisfying, developing a social product and determining how to present it to the target adopters. Kotler and Roberto (1989) describe the second step as positioning the product, dressing it up, and effectively positioning the social marketing campaign. In the REAP Project, *the new way of marketing* of the horticultural produce would be the social product. This is borne out of a need to enhance the marketing, to be evidenced in increased sales and hence profits for the smallholder farmers. This would be achieved through enhanced quality of produce and increasing quantity to meet the market demand through the export contracts.

2.2.1.1.1.1. Types of Social Products

Kotler and Roberto (1989) describe social products in terms of their level of satisfying needs. For example there are those that are alone in addressing a need, others which satisfy a need better than other social products, and thirdly those that do not directly address a perceived need but nevertheless address an underlying need. Kotler and Roberto (1989) further describe that the three types of social products represent increasing levels of difficulty in adoption by the target adopters, with the first type being least difficult.

Kotler and Roberto (1989) differentiate between social products that have tangible-product base and those that are largely intangible. For the REAP Project increased income would be considered as a tangible-product base. However, Kotler and Roberto (1989) recognize that tangibility in social products entails increased complexity in the social marketing task.

The third way of distinguishing social products, as described by Kotler and Roberto (1989) is according to the objective or end-result of adoption. Three idea products can be a belief, an attitude, and a value. Social products are also defined in terms of practice, where one can be a single act like single smallpox immunization (Kotler and Roberto, 1989), or a series of acts like acceptance of a continuous pattern of family planning behaviour. In the case of REAP, the new way of marketing is a value to be practiced continuously. Obviously this value is as a result of belief and subsequent attitude change.

2.2.1.1.1.2. Demands of Target Adopters and Marketing Tasks

Kotler and Roberto (1989) have described the various types of demands that define the type of Product and the appropriate marketing task thereof. A new social marketing product is necessary where a substantial group of people share a strong need, which has not been served. This need is described as *latent* demand. The marketing task here is to develop the demand. *Underfilled* demand exists when a social product exists but does not satisfy the demand. *Unwholesome* demand is occasioned by demand that is harmful for example, smoking. This requires a social product to destroy this demand. For the REAP Project, the demand can be described as underfilled demand because even before the project came to be, there was demand for increased income, the tangible product which was being served by the brokers who were the intermediaries between the smallholder farmers and the exporters (Kimenye, 2000).

2.2.1.1.2. Positioning the Social Product

Kotler and Roberto (1989) define positioning as the product-market fit. Positioning is determined after the social marketer has identified the market demand and the marketing task.

2.2.1.1.2.1. Segmenting the Target Adopter Population

Segmentation of the target adopters into homogeneous units allows for definition of distinct social marketing mix, tailored for the segment (Kotler and Roberto, 1989). For example, by REAP working specifically with a group of farmers in one region, it has already defined its market segment whose environment is similar. This makes common the marketing issues affecting the farmers.

2.2.1.1.2.2. **Choosing Segmentation Variables**

The best variables are those that best capture the differences between the various segments. The REAP Project has segmented the smallholder farmers into Production Units. Membership in this Pus stems from same geographical location, and some groups consist of groups that existed before the commencement of the REAP project, hence with already developed relationship (Odo, 2000)

2.2.1.1.2.3. **Market Targeting**

CARE Kenya (CK) chose to target the farmers in Makueni for various reasons. Makueni was in the Eastern region of the country, one of the areas identified for operation through CK's strategy. CK wanted to work with the 'poor' and the smallholder farmers were classified as such. CK also wanted to exploit the strong factor of the already existing farmer's groups, to take advantage of a population already oriented towards horticultural farming, hence with already the desired values and attitudes. The geographical region already had a history with CK which previously run programs in the area with income generating groups (Odo, 2002)

2.2.1.1.2.4. **Product Positioning**

Positioning is best determined by identifying the target adopter major need, in order to develop a product advantage to meet this need (Kotler and Roberto, 1989). The product needs to be distinct and motivating. In the REAP project, the major need for the farmers is to have increased incomes from their produce. They need to be motivated enough by the new way of marketing. For example, the REAP offering should be one that adds value through more profitability.

2.2.1.1.3. **Positioning the Tangible-Product Base**

This will entail branding and packaging a Tangible Product. Kotler and Roberto (1989) describe a good quality brand as one that is easy to recognize, one that defines the product's benefits, qualities and is distinctive. The REAP model can be described as the brand or package that carries with it the increase in profits.

2.2.1.1.4. Positioning the Organization and Program of the Social Marketing Campaign

This entails the image that is conveyed by the social campaign (Kotler and Roberto, 1989), its personnel, mission, competence and value of its goals. An organization that enjoys great credibility will be more successful than one, which is not credible. Kotler and Roberto (1989) further report that research has found out that credibility is a function of expertise, trustworthiness and likability. CK can be described as a credible organization by the Makueni district population. This was evident from the previous CK programs in the area, one such being Employment Creation for Youth which was basically a capacity building project that operated revolving loan funds for the various groups. Post-project assessments carried out indicated that the beneficiaries of this earlier project had positive regard for the benefits and hence CK.

2.2.1.1.5. Social Marketing of Services

Marketing of services has some special characteristics, differing from marketing of goods.

◆ Intangibility

Services are intangible as they cannot be seen, tasted or felt. Therefore it is difficult for target adopter to envisage how they are until they are consumed. Marketers can enhance positive visibility of services through the carrying out of other visible services, for example being efficient in everything they do (Kotler and Roberto, 1989).

◆ Inseparability

Services are experienced or utilised as they are produced, unlike goods which can even be stored and consumed later (Kotler and Roberto, 1989). Therefore the process of service provision is in itself a marketing tool. Efficiency in service provision enhances the quality of the service product.

◆ Variability

Services are highly variable in that they are very susceptible to the environment (Kotler and Roberto, 1989), for example quality of staff and ambience can highly differentiate a similar service being provided, for example, a health providing clinic with competent or incompetent staff will show high variability.

◆ Perishability

When demand levels for services are constant, staff perishability is not a problem (Kotler and Roberto, 1989) as it is easy to maintain an appropriate level of staffing. However, when demand fluctuates highly, it becomes difficult to avoid excess capacity of staff in times of low demand, or inadequate capacity when demand is high. Service marketers strive to achieve efficient staffing capacity by having part-time employees and using differential pricing to control demand.

2.2.1.2. **PLACE** **Distribution Channels**

Distribution channels make available the social product to the target adopters. According to Parasuraman, Zeithaml, and Berry (1985), there exists three types of expectations that target adopters have of place; access, security and appearance.

2.2.1.2.1. **Managing the Place of Service**

Kotler and Roberto (1989) state that the physical space can enhance or undermine the task of meeting the target adopters' expectations. The place can also either be accessible or inaccessible, appealing or unappealing. This can be with respect to physical exteriors and interiors as well as atmosphere or ambience. In a study on Social marketing Strategies for Campus Prevention of Alcohol and Other Drug Problems, Robert Zimmerman (1997) recognizes the importance of environment in promoting specific behaviour. Environment in this case being the prevailing social norms and expectancies, policies and procedures. Strategies aimed at changing the environment in a way as to promote the desired behaviour or attitude change can also be implemented.

2.2.1.2.2. **Distributing a Tangible Product**

Distribution is concerned with moving a product from production to consumption. Kotler and Roberto (1989) state that in social marketing the social change campaign is the production stage, whereas the target adopters form the point of consumption. They further point out that distribution normally involves a network of intermediaries.

2.2.1.2.2.1. **Channel Levels**

Kotler and Roberto(1989) state that varying channel levels exist depending on number of intermediaries. A social product can be a message that can be directly communicated from the change agent to the target adopters, or through one or more intermediaries. In the case of REAP Project, we have the project staff, the input suppliers, extension workers, exporters, forming a network of intermediaries, as they all in one way or another communicate and emphasize the need for farmers to play their part in order to enhance profits. Intermediaries are used because they are perceived to add value and hence work towards the goal better. Kotler and Roberto (1989) have recognized that availability of resources determine the number of distribution channels, it therefore becomes necessary to optimize on their use.

2.2.1.2.2.2. **Channel Position, Role, and Conflict**

Kotler and Roberto (1989) state that the various intermediaries in a distribution network may have different goals, and hence there may be conflict. In the case of REAP model the various stakeholders may feel there are being taken advantage of by the other, for example the farmer may feel the farm manager is not playing their part sufficiently and vice versa. The farmers may feel the input prices are not good enough. The input supplier may feel that the exporters have the best deal in the whole process.

2.2.1.2.3. **Distributing an Intangible Product**

Kotler and Roberto (1989) recognize the media as the main distribution channel for intangible social products. This can be in the various media forms; television, radio, newspapers, magazines, journals among others. Since for the REAP project, the target adopters are a geographical segment, the media is not the one used to communicate. Instead communication is carried out through continuous personal contact, that is, extension training.

2.2.1.3. **PRICE**

Adam Smith, the founder of modern economics states that the real price of everything is the toil and trouble of acquiring it (Kotler and Roberto, 1989). They further describe costs as being monetary or a non-monetary, with the former mostly being social campaigns with a tangible-

product base. In REAP the tangible product base is the increased income emanating from improved quality and quantity of crop leading to increased profits.

2.2.1.3.1. Managing the Monetary Costs of Adoption

In economics price is inversely related to demand, therefore costs of adoption of a social product will affect the adoption rates and levels. The higher the opportunity cost of adopting the new farming technique by the smallholder farmer, the lower the adoption rates. Robert Zimmerman (1997) recognizes that adoption of new behaviour requires the support of an environment that seeks to minimize the costs of adoption. Keith L. Andrews et al (1992) narrate how the Zamorano Integrated Pest Management Program in Honduras minimized perceived costs of adoption by developing culturally sensitive research and training techniques by hiring the services of anthropologists in their work.

2.2.1.3.1.1. The Marketing Functions of Pricing

Kotler and Roberto (1989) describe price as having various function;

- ◆ One is the purpose of accessibility, in which case the price has to be reasonable enough for target adopters;
- ◆ The price will also be used for positioning purpose whereby social marketers have to be careful the price does not work against the positioning of the product, for example a low price is associated with cheap product;
- ◆ Price can also be used to demarket a product, by reducing demand when it is too high than desired, and by destroying undesirable demand, for example anti-drugs campaigns.

2.2.1.3.1.2. Setting the Objectives of Pricing

Kotler and Roberto (1989) state that pricing of social products can be determined through various pricing objectives. Five of these objectives are maximizing profits, recovering costs, maximizing the number of target adopters, social equity and demarketing. In the case of REAP the prices charged are to recover costs as the project aims to be self-sustaining (Odo, 2000).

2.2.1.3.1.3. Method of Price Setting

The method needs to consider the costs, the prices of competitors and target adopters sensitivity to the price (Kotler and Roberto, 1989).

2.2.1.3.1.4. Factors Affecting sensitivity to Prices

Target adopters will be less sensitive to price when a product is unique, when they are unaware of any substitutes, when the cost is way below their income, when benefits outweigh the costs and other various scenarios (Kotler and Roberto, 1989). These factors can help guide in effective pricing of social products.

2.2.1.3.2. Managing the Non-Monetary Costs of Adoption

Non-Monetary costs normally will fall in two categories (Kotler and Roberto, 1989); time costs and perceived risks.

2.2.1.3.2.1 Time Costs

In the case of REAP, time costs to farmers will be in the time spent meeting with the other farmers, time spent in being trained and any other time spent on the PU farms instead of going about their businesses. Time costs can be reduced by keeping of time in appointments to reduce waiting time in the process of carrying out various roles, and this will include the appointment time with REAP project staff.

2.2.1.3.2.2. Perceived Risks

These can be psychological risks, social risks and physical risks (Kotler and Roberto, 1989). In the case of REAP, the risk is seen in incurring too high a cost which supersedes the benefits that stand to be gained. Farmers prefer to spread their risk through subsistence farming (Kimenye, 2000).

2.2.1.4. PROMOTION

Kotler and Roberto (1989) recognize that promotion of a social product is carried out through communication. They go further to explain that a product targeted to the masses requires mass communication, whereas a product targeted to individuals requires more direct approach. The

target group is made aware of the benefits of the behavioural change required through communication (Robert Zimmerman, 1997). In the case of REAP this is clearly evidenced in the way the farmers are targeted, mostly through word-of-mouth, through extension and training. For REAP case therefore, selective communication is appropriate. Keith L. Andrews et al (1992) believe that farmers will be best able to adapt to new practices if they understand the key concepts, hence the nature and level of peasant knowledge needs to be understood first before designing the extension programs. They further admit that for partnership with farmers to be fruitful, there is need to honestly confront the limitations as well as appreciate the strengths of indigenous technical knowledge, just as there is need to be realistic about what researchers understand and can do.

2.2.1.4.1. Selective Communication

Kotler and Roberto (1989) describe selective communication as that which is able to inform and persuade a predetermined set of target adopters in an interactive and flexible way. Normally this is applied to supplement mass communication.

2.2.1.4.2. Personal Communication

Kotler and Roberto (1989) recognize that promotion of social products depends heavily on the quality of interpersonal communication, interaction, and service provided.

Kotler and Roberto (1989) define personal communication as involving intense interaction, which entail flow of messages that include information, instruction, persuasion, advice and motivation, and provision of assistance and services to target adopters. Personal communication is a powerful promotional tool that exercises powerful influence. Kotler and Roberto (1989) state this as the case because it entails numerous, diverse and continuous interactions. It nurtures the building of relationships, which lead to target adopters developing loyalty to the product. Kotler and Roberto (1989) state that Personal communication is the most expensive of all the tools. In the REAP Project personal communication would be in the case of extension workers with farmers.

The type of audience determines the personal communication strategies to be applied (Kotler and Roberto, 1989). They describe several personal communication strategies, namely, outreach strategy, education strategy and word-of-mouth strategy.

- ◆ Outreach Strategy is the instance where the communication is on one to one basis, between the personal communicator and individual target.
- ◆ Education Strategy is where case the personal communication deals with a group of people.
- ◆ Word-of-Mouth Strategy is where the message is passed on from one target adopter to another. The risk involved here is the message distortion. Remedial measures can be to simplify the message as much as possible.

2.2.1.4.3. The Message

In personal communication, the message can be universal or varied. However, how the message is selected and presented does affect its effectiveness (Kotler and Roberto, 1989).

Appropriateness of the message is dependent upon the type of target adopters; whether highly motivated to try the product, or whether varied in needs and levels of motivation (Kotler and Roberto, 1989).

Personal communicators need to emphasis what the target adopters want in their communication (Kotler and Roberto, 1989). Therefore in selling the product they need to start with the benefits to the consumers.

2.2.1.4.4. Execution of the Communication

2.2.1.4.4.1. Type of Interactions

Kotler and Robertor (1989) have described five different types of interactions, which vary according to the level of concern for the customer and level of concern for the sale by the

personal communicator¹. On the other hand, they also describe five customer interaction styles, which depend on the concern for the salesman and concern for the purchase².

Table 1 The Sales Grid

Concern for the customer	High	<p><i>1,9 People Oriented</i> I am the customer's friend. I want to understand him and respond to his feelings and interests so that he will like me. It is the personal bond that leads him to purchase from me.</p>	<p><i>9,9 Problem Solving Oriented</i> I consult with the customer so as to inform myself of all the needs in his situation that my product can satisfy. We work toward a sound purchase decision on his part, which yields him the benefits he expects from it.</p>	
		<p><i>5,5 Sales Technique Oriented</i> I have a tried-and-true routine for getting a customer to buy. It motivates him through a blended "personality" and product emphasis.</p>		
	Low	<p><i>1,1 Take-It-or-Leave-It</i> I place the product before the customer and it sells itself as and when it can.</p>	<p><i>9,1 Push-the-Product Oriented</i> I take charge of the customer and hard-sell him, piling on all the pressure it takes to get him to buy.</p>	
	Low	Concern for the Sale		High

2.2.1.5. PROCESS

The process as a tool of social marketing is about getting target adopters to act positively to the social product by adopting it (Kotler and Roberto, 1989). This can be done by providing promotional incentives such as free samples, soliciting for involvement from the target adopters leading to trial adoption (Kotler and Roberto, 1989). According to Parasuraman, Zeshani, and Berry (1985), there exist two types of expectations that target adopters have of process, reliability and communication.

2.2.1.5.1. Managing the Service Process

Kotler and Roberto (1989) recognize that processes can be lowly technical or highly technical, and the latter more depersonalized with each having its

¹ See Sales Grid.

² See Customer Grid

Table 2 The Customer Grid

Concern for the customer	High	<p><i>1,9 Pushover</i> When a salesman who likes me recommends something, it must be good. So I am likely to buy it. I seem to buy more than I need, and many things don't suit.</p>	<p><i>9,9 Solution Purchaser</i> I have already surveyed my general needs, and now I am looking for the specific product that will satisfy them best at the price I can afford.</p>
		<p><i>5,5 Reputation Buyer</i> The best guide to purchasing is other people's experience, tested over the long term. A product's prestige can enhance my own if I purchase it.</p>	
	Low	<p><i>1,1 Couldn't-Care-Less</i> I avoid salesmen if I can. Seeing them is a bother. If there's any risk of my being wrong, the boss or someone else had better okay the purchasing decision.</p>	<p><i>9,1 Defensive Purchaser</i> No salesman is going to take advantage of me. Instead, I'll dominate him and, if I buy, get as much as possible for every dime I spend.</p>
Low	<i>Concern for the purchase</i>		High

2.2.1.4.4.2. Relationship Marketing

Relationship marketing is concerned with building supportive relationships with target adopters over time (Kotler and Roberto, 1989). Through these relationships, the personal communicator can discover the needs of target adopters, and also come up with alternative solutions leading to discovery of the optimal solution.

2.2.1.5. PROCESS

The process as a tool of social marketing is about getting target adopters to act positively to the social product by adopting it (Kotler and Roberto, 1989). This can be done by providing promotional incentives such as free samples, soliciting for involvement from the target adopters leading to trial adoption (Kotler and Roberto, 1989). According to Parasuraman, Zeithaml, and Berry (1985), there exists two types of expectations that target adopters have of process; reliability and communication.

2.2.1.5.1. Managing the Service Process

Kotler and Roberto (1989) recognise that processes can be lowly technical or highly technical, with the former being more personalized and the latter more depersonalized with each having its

own advantages and disadvantages. Social marketers need to seek a balance between the two to achieve optimal efficiency and at the same time achieve effectiveness.

2.2.1.5.2. **Pressure for Immediate Action**

Kotler and Roberto (1989) note that target adopters can be prevented from adopting a social product because of several reasons. For example, there could be lack of opportunity to carry out the intention or limited capacity to do so, and time constraints. Lack of opportunity could be lack of distribution outlet when the adopters want to sample the product. There could be lack of time or lack of monetary resources to enable the adoption of the product. In the case of REAP this can be said to take place when farmers fail to find time to attend formal training sessions. The project has tried to mitigate against this constraint by offering on-farm extension service. In this way the farmers are able to learn as they work in their farms, hence enhancing adoption (Odo, 2000).

2.2.1.5.3. **Participatory Adoption**

Participation empowers target adopters and helps enhance long-term adoption of a social product (Kotler and Roberto, 1989). Robert Zimmerman (1997) recognizes the importance of student participation in the development and review of campus policies on alcohol and drugs. Keth L. Andrews et al (1992) describe how agencies achieved high adoption rates of their technologies with smallholder farmers in Honduras. The new technology was on use of organic fertilizers and soil management for human development. This was because of their participatory grassroots approach.

Target adopters are driven to participate by various motives. Kotler and Roberto (1989) describe the motives as for example to comply in order to receive a reward or avoid a penalty, another motive is in order to be identified with a specific social campaign, another motive can be the fact that a given social campaign is marketing an idea or a value that is congruent with the target adopters value system.

Kotler and Roberto (1989) state that participation of target adopters in social marketing is more achievable under conditions of information exchange, control sharing and where there is mutual

trust. It is a challenge for the social marketers to identify condition ideal for participation to flourish

2.2.1.6. PERSONNEL

Kotler and Roberto (1989) state that the importance of service delivery is such that it supports adoption process from start to finish.

2.2.1.6.1. Satisfying Target Adopters

Kotler and Roberto (1989) explain that satisfaction of target adopters is a function of their needs and expectations as well as social campaign performance. The latter is subject of the quality of the social campaign's personnel, the place, and the process. In the case of campus alcohol and other drugs use prevention, Robert Zimmerman (1997) explains the importance of the educators serving as role models as well. Target adopters are keenly aware of double standards. According to Parasuraman, Zeithaml, and Berry (1985), there exists five types of expectations that target adopters have of personnel; their responsiveness, competence, courtesy, credibility and sensitivity. A participatory assessment with Zambia farmers (Paul et al, 1997), however attributed low success of extension service to youthful extension workers who seemed inexperienced. Paul et al (1997) further reiterated that youthful extension workers who seemed incompetent led to low participation of Zambian workers who perceived extension service as basically non-existent. Kotler and Roberto (1989) further explain that social marketer do use target adopters evaluation of service to enhance social campaign's effectiveness.

2.2.1.6.2. Managing Service Personnel

Good personnel attract target adopters, while the opposite holds to the contrary (Kotler and Roberto, 1989). Recruitment, management and maintenance of good personnel are functions of the recruitment process, training of personnel, supervision and evaluation. Robert Zimmerman (1997) notes that campaign spokespersons should be chosen for their perceived trust-worthiness, credibility and attractiveness. Celebrities should be used with prudence, as their personality may obscure the message. Their perceived personalities may also change from what is desirable to what is undesirable, undermining the campaign.

2.2.1.7. PARTNERSHIP, POLICY, POLITICS

Kotler and Roberto (1989) recognise the importance of mobilizing influence groups to enhance effectiveness of social campaigns. In a public issue, these influence groups can be churches, non-governmental organizations, consumer organizations, governmental agencies, and educational institutions. These groups can be described as gatekeepers, opinion molders and pressure groups. Kotler and Roberto (1989) go further to classify influence groups as allies, opponents or neutrals. Social marketers can use influence groups to enhance their social campaigns. A program to stem drug and alcohol abuse in schools and colleges in the USA clearly recognises that its successes will depend on strong college leadership, with ability to build strong coalition of both on-campus and community interests (Robert Zimmerman, 1993). Robert Zimmerman also recognizes that bars and social clubs in the vicinity of campus can have powerful influence on student behaviour and hence it would do well to involve them in promoting responsible drinking on the part of students.

2.2.1.7.1. Market-Motivation Approach

Kotler and Roberto (1989) explain that the various types of influence groups are motivated by varying factors. Allies could be motivated by a need for responsibility, responsiveness or practicality. In the case of Honduran smallholder farmers and the success story of adoption of organic farming technology, Keith L. Andrews (1992) recognized that the Honduran public sector which began emphasizing similar technology went a long way in augmenting the intervention by non-governmental organizations. Furthermore, the partnership of several NGOs in this program also contributed in a major way to high and successful adoption rates of the new technology. The superior technical skills in pest management and the ability to discuss and modify them with small farmers that Zamorano Program had, worked very well with the many extension agents from rural villages that World Neighbours had. The complementing strengths helped create synergy. In 1991, five organizations formed a national Integrated Pest Management Consortium which evidenced tremendous results in extension program, one which was to be expanded to other Central American countries. Keith et al (1992) acknowledged that this allowed the cooperating organizations to develop a synergistic approach to a complex set of problems. Keith et al (1992) summarized the whole concept in the following words;

Our technical collaboration with smallholder farmers is based on learning what the people know and what they don't know, figuring out what they need to know, teaching it to them in a way that is consistent with what they know, and then learning from them as they synthesize new information with old knowledge.

On the other hand opponents can be motivated by self-interest and or fear of change.

Understanding influence groups motivations aids social marketers in formulating strategies to mobilize them. Kotler and Roberto (1989) give the example of AIDs prevention campaign where the need for privacy on HIV status for infected persons conflicts with the need for those who are virus to protect themselves, for example surgeons.

2.2.1.7.2. Power-Politics Approach

Kotler and Roberto (1989) point out that winning influence groups support is more a case of power than market motivation. Winning an influence group's support is more often a case of the art of politics.

2.2.1.7.2.1. Sources of Power

Social Marketers may seek to win over the support of influence groups through any one or combination of five bases of power (Kotler and Roberto, 1989). These are rewards, coercion, expertise or information, legitimacy and prestige.

2.2.1.7.2.1 Strategies of Power

Strategies refer to the how of applying the sources of power to influence an influence group (Kotler and Roberto, 1989). Strategies can be in the form of facilitation strategy or the identification strategy. The former tries to minimize the discomfort associated with changed. In the case of Honduran farmers, culturally sensitive development programs have been developed to mitigate against high costs of adoption (Keith L. Andrews et al, 1992). The latter strategy concerns how much the target adopters perceive the social campaign matches with their interests; where they align they are more receive to the social marketer's efforts.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This is an exploratory research as it seeks to define the extent of usage of social marketing strategies in the REAP Project's efforts to convert the smallholder farmer of Kibwezi into a commercial farmer. This Chapter considers the population of study, sample selection, and the data collection methods used.

3.2. Population, Sample Selection and Size

The population under study consisted of small-holder farmers who were members to the five Production Units. All the five groups were currently the target market for the REAP offering. The other stakeholders were also interviewed using a structured and undisguised questionnaire. These were the input supplier companies and partners like Horticultural Development Authority and Ministry of Agriculture.

The researcher used judgmental and convenience-sampling method to arrive at the five production units' small-holder members who formed the focus groups. As much as possible the office bearers were part of the group, since by virtue of their office, they had a higher understanding of the REAP offering to the farmers than the others. They also had higher literacy levels and a better grasp of the interview language, which was a mixture of English and Kiswahili. The membership to each focus group differed and ranged between 5 to 11 members. Logistical difficulties did not make it possible for more members to be present.

It was felt the smallholder farmers, who are the main target recipients of the REAP offering would be able to give their own perceptions best. Their perceptions about the offering would then define the extent of usage of social marketing strategies. Their perception would reveal areas that have been fulfilled and areas of gaps. This would then help in advising which social marketing strategies needed to be more emphasized to enhance the impact of REAP project as a whole.

The above constituted the important entities whose perceptions and attitudes would define the extent of social marketing strategies usage. As noted in the introduction social marketing strategies are best considered in terms of the social marketing Cs instead of Ps. These are *Consumer wants and needs for the Product, Cost to satisfy these wants and needs as the Price, Convenience to obtain satisfaction as Place and Communication as Promotion*. Hence social marketing strategies are best considered from the consumers' viewpoint, which is best determined through investigating their attitudes towards the Product being offered by REAP. Attitude affects behaviour, hence change in attitude will lead to behavioural change.

3.3. Data Collection Method

Data was collected using focus groups discussions with the smallholder farmers. A discussion guide was developed to guide the discussions. The discussion guide was structured such that it addressed all the elements of social marketing tools. An undisguised and structured questionnaire was used for personal interviews with stakeholder representatives.

The difference between the production units provided sufficient heterogeneity for focus group discussion purposes in that their length of association with REAP differed. The differing geographical locations also brought in environmental differences to the groups, making the threats or opportunities each group had vary. The different groups were at different stages of growth development. These differences aided in bringing in a wide spectrum of insights. Membership to each group provided sufficient homogeneity for commonness of insights and experiences. Thus each group membership was fairly in agreement over issues due to their experiences. The membership in many cases spanned over relationship that existed between the members even before REAP Project begun.

Since this was an exploratory research, the focus group discussions were expected to bring up issues concerning the farmers attitudes and perceptions about REAP offering, and hence shed light on their level of commitment or participation in playing their required role, that is, their willingness to pay the price to acquire the benefit.

Each group meeting took an average of one and half to two hours. The meetings for discussion took place at each PU's farm, mostly under a tree shade.

DATA ANALYSIS AND FINDINGS

At the beginning of each focus group discussion, the purpose for the research was explained. The researcher explained that besides being a university project, the results of the research would be shared with CARE Kenya and that the findings may aid in improving their horticulture marketing program. The members present were very willing to participate in the focus group discussions.

The moderator wrote down notes on issues that came up during the focus groups discussions.

The Focus Group Discussions were moderated using semi-structured and open-ended discussion guide which was aimed at bringing out as much as possible from the farmers groups, in terms of their perceptions about the REAP concept or offering. The statement/questions were structured and ordered such that they brought out issues pertaining to each social marketing tool, and also avoided repetition, especially where a question addressed different social marketing tools. Hence the discussions guide addressed the Ps of marketing from the viewpoint of the consumer who is the farmer.

The personal interview with the partners using structured questionnaire was conducted on a one-

The undisguised, semi-structured questionnaire used for personal interviews with the partners representatives was aimed at bringing out their perceptions and attitudes as partners in the whole project. The partners' attitudes were measured to determine their attitude towards the relationship using Likert Summated Rating. The researcher was assisted in these 'partner' interviews by an assistant, since some of the partners were not in office at the time of data collection. However the researcher herself moderated all the five focus group discussions with the farmers' groups.

Consumer's wants and need

4.1.1. The Concept of Social Product

Focus group discussions indicate that small holder farmers have a fairly consistent view of what the overall REAP benefit ought to be, or to a certain extent. The farmers cited various roles facilitated by REAP as benefits. These are:

CHAPTER IV

DATA ANALYSIS AND FINDINGS

This Chapter has classified findings according to the various social marketing strategies. The following sections address the tools as follows; Product, Place, Price, Promotion, Partnership-Policy-Politics. Process and Personnel have been absorbed in the initial 4Ps.

The moderator wrote down notes on issues that came up during the focus groups discussions. The issues that came up were later coded or classified according to the social marketing tool they were identified with. The discussion guide was designed to address the Ps of marketing systematically. However during the discussions issues came up that either addressed several marketing tools at the same time or even related to previous discussions on other marketing tools. However, as much as possible, notes were taken and classified with each tool during the discussion.

The personal interview with the partners using structured questionnaire was conducted on a one-to-one-basis, data coded, ranked and analyzed.

The following point summaries are the findings from the focus group discussions. It should be noted though that the different farmers groups are at different stages of development which affected their perceptions of the REAP offering.

4.1. The PRODUCT Consumer's wants and needs

4.1.1. The Concept of Social Product

Focus group discussions findings indicate that small holder farmers have a fairly consistent view of what the overall REAP benefit ought to be, or is to a certain extent. The farmers cited various roles facilitated by REAP as benefits. These are;

- ◆ the credit facilities provided to run the farm operations, for example credit for input supplies, installation of irrigation system and purchase of pumps for pumping water,
- ◆ business training,
- ◆ technical advice,
- ◆ employment in that farmer themselves are paid wages as they work in the farms,
- ◆ export contracts which serves as link with market,
- ◆ the presence of farm managers who provide advice on day to day running of the farm.

Farmers reported that other organizations did exist before REAP came to be, which provided similar benefits, albeit to a lesser extent. They cited Kibwezi Irrigation Project (KIP), FPEAK, and other smaller non-governmental organizations (NGOs). One group explained that some large private horticulture farmers did provide employment in form of labour. However the farmers were all in agreement that REAP's benefits were far more superior and comprehensive. They felt REAP was more serious in its service provision. For example, REAP followed through in loan repayment, whereas previous NGOs which provided loans hardly followed up to ensure the money collection. REAP training was much more superior and comprehensive. However, one organization, KIP was more superior in extension service provision. KIP formed small groups of farmers who managed demonstration plots. Input supplies for these demonstration plots were provided at no cost to farmers, as well as continuous extension service. These plots were small, the size of a quarter of an acre each, and hence not large enough for commercial farming application.

Therefore REAP provides a benefit or social product better than others, in that farmers have deduced this as the case. The farmers recognize that REAP is not alone in providing the benefit.

4.1.2. Positioning the Social Product

Farmers were in general agreement that the REAP benefit is "new". The very many benefits offered by REAP, albeit at a cost are mostly new and even unique. The groups cited the newness of the benefit as follows;

- ◆ REAP has facilitated supply of inputs

- ◆ They make work to be easy through equipment supply,
- ◆ They contract the tractor,
- ◆ Introduced modern technology, e.g. sprays, pumps, hydrants, use of pipes, spacing of plants.
- ◆ Different variety of crops,
- ◆ Different planting methods,
- ◆ Different methods of fertilizer and chemical application, spraying,
- ◆ Different methods of land preparation,
- ◆ Linkage with market through contracts with exporters, input suppliers, private service providers e.g. tractor owners

Each of the group acknowledged receiving similar benefits during similar stages of development. Hence group development is a process that happens at the beginning and entails the farmers defining their own needs as well as the solutions, with facilitation from REAP staff. The initial training is intense, before the group agrees to sign the memorandum of understanding that binds them to partnership with REAP. Later on, the groups are supposed to receive services as they demand them, and pay for them. The farmers do not always go for these services, since they are at a cost. The farm manager, who is paid for by the farmers is often busy seeing to the needs of the farm. There is ever-increasing disenchantment of the farmers due to lack of the anticipated income.

From the farmers responses, it is quite apparent that they appreciate and value what they learn from REAP in matters of farming and marketing, and this is evident from the improved quality of produce. However, they are yet to achieve their ultimate goal of increase in profitability, mainly because they have not been able to meet the quantities required to fulfil the export contracts that they have signed. This is an aspect that seems to go far in demotivating the farmers.

Increased income from sale of horticultural produce is the main expectation all the farmers had by being members to the REAP defined production units. Secondly the farmers would like to achieve self-reliance one day. As to whether this expectation has been achieved to any extent, the groups had differing responses.

- ◆ The newest group, Masimbani stated that income had not yet been realized because the group is new and is just in its initial planting stages as well as bush clearing.
- ◆ Another group, Wololo wa Thange, stated that their expectation has not been achieved yet, except once in February 2002 when they were paid dividends. They recognized labour payment as income, though only one member provides direct labour to the group farm.
- ◆ Mtito Andei is also one of the newer groups, with a recently installed irrigation system. They also have not realized any dividend income yet, though most of the members provide direct labour to the farm, hence earn labour wages. The labour payment just started in September 2002, just two months before the focus group discussion. Production has been very low as the irrigation system has just been installed. Hence it is too early to talk about expectations being achieved.
- ◆ Masaku Ndogo is the most developed of all the five groups. Within a period of fifteen months, the group had received dividend payment three times, totaling kshs.22,000 per farmer. However, since the last payment in June 2002, there has been no further dividend payment, perhaps because since October 2002, the group had started repayment for the irrigation system loan at a cost of kshs.350,000 per month. The group has 30 members. Members noted that before REAP came to be, they were each earning an average of between kshs.3000 and kshs.4000 from their smaller group farms that existed before, through sales to brokers. These small groups consisted of seven to fourteen members.
- ◆ Mtakuja Grain Growers states that their expectation has not been achieved at all. They have just experienced losses. It is to be noted that this group has been wrought with many internal problems.

4.1.3. Social Marketing of Services

The farmers had an overall positive image of REAP. They agreed it was a credible organization. This was evident from the fact that all the five groups were unanimous in that REAP staff are

very knowledgeable, friendly and competent in their work. However, REAP staff need to improve on timeliness. For example, the farmers felt let down by delays occasioned by REAP, for example late delivery of input supplies from private companies. It was REAP's responsibility to ensure these arrived on time. The same also applied in appointments for meetings. Farmers often have to walk long distances, hence delayed meetings made time a very costly factor for them.

The farmers' groups' felt that REAP demands very high standard performance from farmers. On the other hand the service REAP provides is of very high quality. However REAP extension provision is not sufficient, visit to the farmers groups are too few and far between. The farmers also determined that REAP does need to be more sensitive to farmers' needs. They felt that REAP was not sufficiently responsive to their needs. For example, the cost of some benefit like credit and management support was seen as too high.

4.2. The PLACE Convenience to obtain satisfaction

4.2.1. Distributing a tangible product

Farmers pay for the various benefits they receive from REAP through deduction from the proceeds of sales of horticultural produce. The costs are credit at the prevailing bank rate of 25% per annum; management fee at 10 percent of profits; salaries for the farm manager; wages for farm labour; payment for loans advances for purchase of input supplies; lease of land; hiring of tractors and other services as may be required. Farmers are generally unhappy with the deduction of all these costs at source because in most of the cases, there has been no money left to pay dividends to them. In many of the cases losses are carried forward. The different groups had the following to say on this:

- ◆ Mtito Andei were not happy especially with the 10% management fees at source. They felt that the service they got from REAP had many shortcomings. For example, they experienced late arrival of fertilizer and chemicals, the irrigation system was still being rectified due to a lot of water leakage, all these affecting production. Yet the loss due to this was a penalty solely on them, in that the production unit was not able to meet the set production targets.

- ◆ Masaku Ndogo felt interest, which was abnormally high, and management fee should not be charged at source, depriving farmers' dividend income. They felt the bank interest rates were prohibitive.
- ◆ Mtakuja Grain Growers were not happy with management fee, farm managers salary and interest payment. They felt only labour should be deducted at source. They proposed that dividends be paid on a monthly basis to motivate the farmers.
- ◆ Wololo wa Thange had no alternative suggestion to the current mode of costs deduction at source.
- ◆ Masimbani did not have any definite opinion on the problem with the current mode of deduction of costs at source. They are a new group, which had not reached the stage of participation in the export of horticultural produce from their farms.

4.2.2. Distributing an Intangible Product

As described in the literature review, the REAP model entails also linking farmers to private service providers. The main ones are the input suppliers and exporters. Farmers reported to having not had much of direct interactions with input suppliers and exporters. On a few occasions, input suppliers like Twiga Chemicals Limited have held demos on fertilizer and chemical usage as part of their product promotional activities. Such companies can be described as offering a channel level to the provision of the social product, through its activities.

The farmers acknowledged that at the beginning of their relationship with REAP there was a lot of enthusiasm on their part. This has waned over time due to the delayed achievement of the tangible benefit, that is, increased income.

4.3. The PRICE

Cost to satisfy the wants and needs

4.3.1. Managing the Monetary Costs of Adoption

Most of the groups felt that the costs of land clearing, interest rates and management fee were very high. It was generally agreed that labour costs, managers costs and land lease were reasonable. One group thought that managers costs were high, and that the time spent in meetings is also costly item.

Four out of the five groups felt that the fact that other NGOs in the past provided similar services to REAP at no cost did not affect their participation in REAP programme. They felt it is good for them to pay and not receive free handouts. This was with the exception of one group, Wololo wa Thange which thought this was an issue that affected their participation.

4.3.2. Managing the Non-Monetary Costs of Adoption

Farmers generally felt that the delays they experienced, for example with input supplies were within manageable and understandable levels.

Farmers felt that there were threats to their work with REAP; crop diseases, machine breakdowns, adverse climatic conditions, floods, hippos, delay of inputs, casual labour boycott due to payment delay, not meeting export contracts, rejection of crops by exporters (unreliability of contracts). Payment delays was mainly occasioned by the cumbersome process of obtaining cash from REAP project. One group gave the example of how they walk long distances to get to the REAP office, only sometimes by some reason to fail to obtain the cheque to cash. This results in the person running this errand on behalf of the group spending several days in this assignment, a very costly thing indeed in terms of time.

4.4. PROMOTION Communication

The farmers felt that contact with REAP is adequate especially through the farm managers who were based at the farms. The farm managers are employed by REAP on behalf of the farmers. Hence the farmers consider them as part and parcel of REAP although, REAP manages their presence just like they manage many other tasks on behalf of the farmers. The farmers who provide labour directly to the PUs have almost a daily contact with the farm manager. The farmers also interact with each other during the course of their work and hence help enhance each others understanding of new farming methods.

Table 3: Results were of attitude measurement using Likert Scale Rating

Farmers rated the benefit from REAP as all-important, especially, marketing, credit and training.

Times and Seasons

The farmers felt that REAP had articulated the benefits very well to them and that they understood them. However, two groups cited that it is apparent that farmers may not have fully understood them, as the real tangible benefit expected had not been achieved.

All the groups agreed that in the beginning, REAP involved them fully in defining their problem as well as coming up with proposed solutions. This was clearly understood. However, the understanding may have waned, going by the diminished commitment by the farmers. The farmers felt that REAP and stakeholders need to do more follow-up and be more responsive to individual group problems. However in spite of all the efforts made the expectation of increased income is yet to become a reality. One group noted that communal work is difficult especially when there are no immediate gains.

The farmers feel they need continuous interaction with REAP on their various roles so as to maintain sufficient motivational levels.

During the initial stage of group development there were a few farmers who were not convinced by the REAP concept, and hence opted not to join the production units. Mtito Andei PU

reported that five out of original 35 farmers rejected the idea, Masaku Ndogo two out of 32, Masimbani had four out of 39 out, and Mtakuja Grain Growers had 15 out of 36 leaving.

The farmers cited other needs they perceive they have. They felt they needed credit for their other activities. One group even said they would like credit input for their small farms.

4.5. PARTNERSHIP, POLICY, POLITICS

Five partners were interviewed. Two of them were input suppliers, one was an NGO, a Parastatal body and a Government of Kenya Ministry. The results are as shown in table below.

Table 3: Results score of attitude measurement using Likert Scale Rating

Name of Organisation	Code								
Times and Seasons	IS01								
Kibwezi Enterprises	IS02								
Horticultural Development Authority	PT01								
Macosud	PT02								
Ministry of Agriculture	PT03								
Statements	IS01	IS02	PT01	PT02	PT03	Total	max	% rating	
Working together with REAP is beneficial to your organisation	5	3	4	4	4	20	25	80%	
Your organization stands to lose if you do not work together with REAP	5	2	3	4	2	16	25	64%	
Working together with REAP will enhance your organization's knowledge, information, and hence expertise?	3	3	4	4	4	18	25	72%	
REAP is of social benefit to the people in its work with farmers?	5	4	5	5	4	23	25	92%	
Your organization's image will be enhanced by its association with the REAP project and what the Project does.	5	4	4	4	2	19	25	76%	
To some extent REAP activities affect your organization negatively, e.g. discomfort etc.	4	2	4	3	2	15	25	60%	
REAP Project activities support your organization's business	5	3	5	4	4	21	25	84%	
Total	32	21	29	28	22	132	175	75%	
maximum possible	35	35	35	35	35				
Percentage rating	91%	60%	83%	80%	63%				

- ◆ Kibwezi Enterprises has the least favourable score of 60%. Responses to the open ended questions indicate that the input supplier does not collaborate with other organizations in their work with REAP. However, they recognize other input suppliers as competitors for supply of inputs to the production units.
- ◆ Times and Seasons have the most favourable attitude towards REAP out of the five respondents; 91%. The supplier is aware of numerous competing input suppliers. However the proprietor reported to working together with chemical and fertilizer manufacturing companies to promote production and also give supply discounts to the production units. They also work together with Kibwezi Enterprises especially in instances of chemical or fertilizer shortages. This teaming up is to enable better provision of service to the farmers.
- ◆ MACOSUD is a community development NGO. It had an overall 80% favourable rating for REAP. MACOSUD reported collaborating with the Government of Kenya Ministry of Agriculture (MOA) and AMREF (NGO) in their association with REAP. The NGO reported that MOA is the more important partner in REAP programming. The NGO believes that the different organizations do share information and together influence policies and approach. The NGO does not compete with any other organization as its roles is to work toward the uplifting of the farmers' living standards, which is the overall aim of REAP Project.
- ◆ Horticultural Development Authority (HCDA) is a governmental parastatal. It had an overall favourable rating for REAP of 83%. The respondent reported several partners who work together with them and REAP. These are the MOA, Kibwezi Irrigation Project (KIP) and even Tana and Athi River Development Authority (TARDA). HCDA cited KIP as the most important partner collaborating with REAP because of its role in extension services to the smallholder farmers. TARDA mostly deals with large scale farmers. All these organizations influence each other as they have a common purpose, to empower the smallholder. HCDA does not have competitors, instead it has partners who complement its activities. HCDA works in partnership with others to attain this goal.

- ◆ Ministry of Agriculture had an unfavourable attitude rating for the REAP Project, of 63%. The respondent recognized the roles played by KIP and HCDA, in the horticultural farming by the smallholder. The respondent rated the following organizations in order of importance in collaboration with REAP. These are KARI, HCDA and the Ministry. The organizations are independent bodies and hence do not influence each other. The Ministry reported having no competitors in their work with REAP.

6.2. The PRODUCT

New way of marketing horticultural produce

6.2.1. The Concept of Social Product

The farmers have a good understanding of what their wants and needs are. They want and need their income from horticultural marketing to increase. They also recognize they need to play their part to make it happen. They have acknowledged the benefits they receive from REAP. However, they still have not managed to play their role as they are required.

The farmers have recognized that REAP's integrative benefit, its new techniques of farming and relationships are more superior to those offered by other organizations.

CHAPTER V

SUMMARY, CONCLUSION AND IMPLICATIONS

5.1. Summary

The main objective of this case study was to determine the extent of usage of social marketing strategies in the effort to convert the small holder farmer in Makueni District into a commercial farmer. Hence it was to determine where social marketing tools have been satisfactorily applied and where gaps exist. This was done through discussions with farmers to gain insights from their perspective, since social marketing is about changing the target market's attitudes and hence behaviour. Personal interviews were also carried out with partners, to also understand their attitudes towards REAP project and also other salient characteristics.

A discussion guide was used in the focus group discussions with the farmers. It was based on the literature review and discussions with REAP Manager. A semi-structured undisguised questionnaire was used with the stakeholders who are also partners in the REAP social product marketing. The data obtained from the discussions was analyzed by coding to identify similar themes, in line with the respective social marketing tools. The data on partners was analyzed using Excel to develop a simple summary table which showed overall rating by each partner, as well as the phrase they were all in most agreement with.

5.2. The PRODUCT New way of marketing horticultural produce

5.2.1. The Concept of Social Product

The farmers have a good understanding of what their wants and needs are. They want and need their income from horticultural marketing to increase. They also recognize they need to play their part to make it happen. They have acknowledged the benefit they receive from REAP. However, they still have not managed to play their role as they are required.

The farmers have recognized that REAP's intangible benefit, the new techniques of farming and relationships are more superior to those offer-ed by other organizations.

REAP's social product has an important tangible product base which is increased income. This is the main expectation by the farmers. The fact that increased income has not yet been realized increases the complexity of adoption of the new techniques fully by farmers. This has been envisaged in their low levels of commitment. The farmers are not practicing the value they have agreed to in their agreement with REAP. This implies that the social product positioning has not been successful.

More contact is necessary between REAP Project staff and the farmers. This will enhance extension and technical oversight of the farm manager. The farmers will need continuous interaction with REAP staff to maintain their motivational levels, as well as agree to delaying gratification, that is, to become more of risk takers by becoming more committed for future gains.

REAP project is addressing an under-filled demand since farmers also to a certain extent have relationship with marketing intermediaries and brokers who purchase horticultural products from them directly. REAP is addressing the need for farming techniques better than others. However, REAP is inferior in meeting the end-result of adoption with is a tangible benefit. The farmers reported to earning more from their subsistence farming than from the Production Units under REAP.

REAP needs to review how to meet the farmers at their own level. The jump from subsistence farming to production units may have been too big for the farmers to assimilate, especially when their expectation is not being met even after sales of horticultural produce. REAP will need to recognize that it is difficult for the risk averse farmers to give up on their subsistence farming which brings them more and regular income, in order to concentrate all their energies on the Production Units. The opportunity cost to the farmers seems to be higher. REAP will need to devise ways or modify their model such that the farmers can start earning income from the production units at the early stages, income which is at a minimum sufficiently comparable to income from their subsistence farming. This is the level at which the benefits may seem to match the opportunity cost.

5.2.2. Positioning the Social Product

It is clear that the REAP social product is distinct but not motivating; distinct as the new techniques are exciting to the farmers, however, lack of income is demotivating. These means that the product positioning has not been successful as income levels have not increased.

The farmers' image of REAP is favourable. They recognise the personnel as competent and the REAP project as credible organization.

5.3. PLACE

Distribution Channels

5.3.1. Distributing an intangible product

Farmers are happy with the new way of marketing they are learning from REAP. They consider it superior to what other organizations have tried to impart to them in the past. This is only with the exception of extension services for some of the production units, who have the advantage of receiving services from KIP. They understand the REAP concept at the stage of group development, as they are involved in defining their problem as well as the solutions. However the prevailing business environment has not been very supportive. At the moment the costs of production are too high. Cost of money is prohibitive and land clearing is very expensive. Other costs are also relatively high, such that it makes earning of profits a long-term affair. Yet for a business to be viable there is need to break-even, even in the short-run.

5.3.2. Distributing an tangible product

Farmers do not benefit from their overall expectation, that is, income, because all costs are deducted at source. Since in these initial years the costs have most of the time exceeded the profits, the farmers cannot be said to obtain any tangible benefit. Unless REAP explores how production costs can be reduced, or spread over a longer term, lack of the tangible benefit will seriously undermine its overall goal.

5.4. PRICE

5.4.1. Managing the monetary Costs of Adoption

Costs of adoption of a social product will affect the adoption rates and levels. The higher the opportunity cost of adopting the new farming technique by the smallholder farmer, the lower the adoption rates.

The cost of money, at the bank rate of 25% is prohibitive. Since all services provided by REAP to farmers are on loan, this becomes a major cost item. These services include supply of inputs, labour for the farms, land clearing tractor costs, farm manager costs, irrigation infrastructure costs are all provided on loan, which are payable with interest. Therefore even if a member of the PU works in the farm and earns a wage, he or she will have to repay back the money loaned to pay him at an interest. The farmers further observe that they earn more from their subsistence farming or other business than they do from sale of horticultural product through REAP PUs. This implies that the opportunity cost of playing their part as required by REAP is too high. The costs of the benefit far outweigh the benefit according to them, hence their lack of commitment.

REAP needs to look at how to minimize these costs. One external factor, which affects costs highly, is the high cost of money. Alternative sources of money at lower interest rates need to be investigated.

REAP may need to acknowledge that until increased income through the REAP programme becomes a reality, subsistence farming and other activities will remain as income source for the smallholder. These 'other' activities affect labour provision and hence farm output. These activities serve as threats to the success of the REAP model. REAP can do an audit of how much actual labour is available, and then set production targets that are achievable. So far, the experience the project has is that even if farmers commit themselves to providing labour, this is far from actual reality. However, the project needs also to acknowledge that there are other factors that serve to diminish labour availability. A case in point is the Mtito Andei case, where the farmers are actually providing labour, yet the failure is mostly in form of an inefficient irrigation system, a responsibility that falls under REAP.

5.4.2. Marketing Functions of Pricing

REAP will need to re-consider Price as a tool for setting its strategy. Currently its product positioning has been affected negatively by the high price to the farmers. Since REAP's aim is to have the smallholder farmer adopting the new farming technique, then the project has to consider a price that serves the purpose of accessibility. In this case the price needs to be reasonable enough for the farmers.

5.4.3. Objectives of Pricing

In the literature review, it was noted that REAP's current objective of pricing is to recover costs. REAP needs to consider changing this objective to maximizing the number of target adopters in order to have more farmers becoming committed to their role.

5.4.4. Method of Price Setting

REAP does not seem to have real competitors, since their product is fairly unique. Other competitors only provide the product partially. They mostly provide only the tangible product, that is, income, which seems to be the most important component of the whole package to the farmers. For example, brokers are mostly concerned with buying the horticultural produce from the farmers and paying immediately, they are not concerned in enhancing the farming techniques of the farmers. However, REAP does need to consider the adopters' sensitivity to price. From the discussions with the farmers, they are attracted to the new farming technique, however they are highly sensitive to the price they have to pay.

5.4.5. Managing the Non-Monetary Costs of Adoption

Various non-monetary costs exist as cited by the farmers. They responded to various scenarios which they consider as potential risks. The risks cited have to do with failure in production of horticultural produce. Some of these are; crop diseases, machine breakdowns, adverse climatic conditions, floods, hippos, delay of inputs, casual labour boycott due to payment delay, not meeting export contracts, rejection of crops by exporters (unreliability of contracts). REAP project can look into ways of minimizing these threats, or even turning them into opportunities to enhance the commitment by farmers. REAP will need to review how to minimize the items that the farmers perceive as threats and are within their ability to deal with. For example the threat of

machine breakdown or late supply of inputs can be improved by reviewing the problem and dealing with the issue, by improving the Project's effectiveness and efficiency. This can be done by reviewing the adequacy of the resources available. The Project will need to evaluate whether its resources match its responsibilities.

5.5. PROMOTION Communication

REAP has done well in communicating the benefit to the smallholder farmers. In all discussions, the farmers responded to being aware of their role, and the concept of the REAP model. In most of the cases, this was clear during the discussions.

REAP uses personal communication with the farmers. This is a powerful communication tool, and this is evident from the knowledge the farmers have of the new technique. Personal communication entails numerous, diverse and continuous interactions. The farmers cited that the extension by REAP staff is not sufficient, and would prefer to have greater contact with them. This is currently hampered by the fact that it is a cost item and farmers are already constrained for money.

REAP has applied various personal communication strategies in its communication, hence the success. They use outreach strategy, education strategy especially at group development stage and word-of-mouth strategy. All these combined are powerful.

The smallholder farmers were highly motivated to try the REAP product, since most of them were very enthusiastic during the group development stage. However as time has gone, and the product's promised results of income are not forthcoming the enthusiasm has eroded.

5.6. PROCESS

The initial process of interaction between a new production unit and REAP is normally very positive, as reported by the farmers. Their hopes are high and most of them want to become members of a group. The process is highly personalized in this initial stage as there is high interaction between the farmers and the REAP staff.

REAP has done well in providing on-farm service to farmers through the farm managers. This reduces costs of adoption as farmers can learn most farming techniques while working at the farm. The farmers have participated in coming up with solutions to their problems because they expect a reward in form of income. The delay in income has served to reduce their participation levels.

5.7. PERSONNEL

As stated earlier, according to Parasuraman, Zeithaml, and Berry, there exists five types of expectations that target adopters have of personnel; their responsiveness, competence, courtesy, credibility and sensitivity. The smallholder farmers have described REAP staff as competent, courteous, and credible. They however need to improve on being responsive as well as being sensitive to farmers' needs.

5.8. PARTNERSHIP, POLICY, POLITICS

From the few partners interviewed, REAP was regarded favourably by three out of five. One input supplier and the Ministry of Agriculture do not view REAP favourably. Since the respondents are very few, it would be difficult to make any generalizations, however each case can be analysed separately and any challenges thereof addressed to each specific entity. The HCDA and MACOSUD regard themselves as partners with a common goal with REAP. However REAP may perhaps need to work towards achieving a more favourable score from the Ministry since is the main Government body and important ally.

5.9. Overall Conclusion

From the conversation with the farmers, it is apparent that the cost of fulfilling their role in the REAP programme far outweighs the benefits in the short-run. The long-run is yet to be proven. This is a major demotivating factor to them.

The agreement with REAP requires that the farmers themselves provide the labour in their farms so as to provide sufficient labour and enhance production, and hence get closer to meeting their contractual obligations.

One group, Mtito Andei has strived to have its membership provide labour. 29 out of the 30 smallholder farmers reported to working in the PU themselves. However the farm has suffered from lack of proper irrigation system resulting in poor yield, hence low production.

One other group, Mtakuja Grain Growers, state that they cannot meet their production chain due to insufficient land under cultivation. This group is wrought with internal problems hence they do not even commit themselves to clearing land.

The oldest group, which has received dividend payment three times, has plenty of land under cultivation, however there is shortage of labour. The farmers themselves do not provide the labour. The farmers reported that cash for labour payment is normally delayed, hence the shortage of labour, leading to spoilage in good quality crop which is not harvested on time.

The farmers understand the problems that lead to lack of success in the Pus. These problems may need to be faced using multi-pronged strategies. There may also be a need for REAP to add continuous evaluation of each PU performance with the PU members themselves. This may initially be with every crop cycle. In this way the courses for success and failures can be recognized at once and in a participatory manner, the farmers can determine the way forward for the next crop cycle.

5.10. Limitations of the study

This study was constrained by several factors:

- ◆ Logistical difficulties made it difficult to have higher numbers for the focus group discussions. Two groups had five respondents, another two seven respondents and one had eleven respondents. Literacy levels of members differed, rendering some members more articulate than others.

- ◆ It was completely impossible to meet some of the partner organizations due to their non-availability at the time of research. These were especially the two exporting companies.
- ◆ Literature search was constrained by lack of social marketing studies in horticultural farming.

5.11. Suggestions for further Research

The study has highlighted how social marketing strategies have been applied in the REAP model. The model specifies the role of the PU and CMU in order to achieve for successful marketing of horticulture produce. Relationships between income and the various variables affecting production can be studied. Income as a factor of all costs incurred by the farmer over time can also be investigated. Other variables would be competing interests like the individual smallholder farm and income therefrom. These studies would be best applied for each PU because each group is affected by different environmental factors. Such a study would shed more light on the viability of the current REAP model and provide concrete proposals on how to advance it.

BIBLIOGRAPHY

Odo, G.: "Bringing Markets to Farmers", CARE Kenya Regional Workshop, 2002

Kotler, P., Roberto, N., Lee, N., "Improving the Quality of Life", Social Marketing, Second Edition, Sage Publications, London, 2002

Kotler, P. and Roberto, L.E.: Social Marketing – Strategies for Changing Public Behavior, The Free Press (Macmillan, Inc.), New York, 1989.

Zimmerman, R.: "Social Marketing Strategies for Campus Prevention of Alcohol and Other Drug Problems", A Publication of the Higher Education Centre for Alcohol and other Drug Prevention, Massachusetts, 1997

Shewchuck, J. : "Social Marketing for Organizations," 1989

Lele, U. and Agarwal, M., "Smallholder and Large-scale Agriculture in Africa – Are there Tradeoffs between growth and equity?", Managing Agricultural Development in Africa (MADIA), MADIA Discussion Paper 6, 1990

International Food Policy Research Institute Report, 1989

CARE International in Kenya, Program Overview, 2001.

Kimenye, L.N., Case Study of Factors affecting Horticultural Production and marketing in Kibwezi Division in Makeni District, Nairobi, 2000

Keith, L., Bentley, J., Diaz, R., Sanchez, E., and Salinas, F., "Changing Perceptions and Practices of Central American Smallholders", Honduras, 1992

Bentley, J., "Water harvesting on the Papago Reservation: Experimental Agricultural Technology in the Guise of development", *Human Organization* 46(2), 1987

Parasuraman, a., Zeithaml, V., Berry, L., "A Conceptual Model of Service Quality and Its Implications for Future Research", *Journal of Marketing*, 1985

Odo, G., "Rural Enterprise and Agri-Business Promotion Project", *Annual Report*, 2000

Paul, A., Milimo, J., Jobvu, C., Tembo, S., "Listening to Farmers", *Participatory Assessment of Policy Reform in Zambia's Agriculture Sector*, World Bank Technical Paper No. 375, African Region Series, (1997)

APPENDICES

APPENDIX 1

DISCUSSION GUIDE

Usage of Social marketing Strategies in Changing Public Behaviour – A Case for “Rural Enterprise and Agri-Business Promotion Project

DATE:

GROUP:

MODERATOR:

SOCIAL MARKETING STRATEGIES **APPENDICES**

I. PRODUCT

1.1. The Concept of Social Product

- ◆ Describe the overall benefit that REAP is offering you.
- ◆ Did anyone else or organization offer similar benefits before REAP came to be?
- ◆ In which ways was REAP benefit better or worse than the other organizations?

1.2. Positioning the Tangible-Product Base

- ◆ Has REAP introduced anything ‘new’ to farmers, that is, how is REAP different from others?
- ◆ What is the main benefit farmers expect from REAP?
- ◆ Have the farmers’ expectation been satisfied to any extent?

1.3. Positioning the Organization and Program of the Social Marketing Campaign

- ◆ What is your ‘image’ of REAP in terms of its personal character e.g. (Knowledgeable, honest, truthful, role models, friendly, good with partners)?

1.4. Social Marketing of Services

- ◆ List the various types of services offered by REAP. How well are these services being offered?

APPENDIX 1

DISCUSSION GUIDE

Usage of Social marketing Strategies in Changing Public Behaviour – A Case for “Rural Enterprise and Agri-Business Promotion Project

DATE:

GROUP

MODERATOR:

SOCIAL MARKETING STRATEGIES – Discussion

1. PRODUCT

1.1. The Concept of Social Product

- ◆ Describe the overall benefit that REAP is offering you.
- ◆ Did anyone else or organization offer similar benefits before REAP came to be?
- ◆ In which ways was REAP benefit better or worse than the other organizations?

1.2. Positioning the Tangible-Product Base

- ◆ Has REAP introduced anything ‘new’ to farmers, that is, how is REAP different from others.
- ◆ What is the main benefit farmers expect from REAP?
- ◆ Have the farmers expectation been achieved to any extent?

1.3. Positioning the Organization and Program of the Social Marketing Campaign

- ◆ What is your ‘image’ of REAP in terms of the personnel character e.g. (knowledgeable, honest, truthful, role models, friendly, good with partners)?

1.4 Social Marketing of Services

- List the various types of services offered by REAP. How well are these services being offered?

2. PLACE

2.1. Distributing a Tangible Product

- It is understood that several forms of costs are deducted at source, for example, management fee, farm managers, labour, interest on loan etc. Are farmers satisfied with this? Give suggestions on how else it can be done.
- Do you (smallholder farmers) in anyway interact directly with suppliers and exporters and other partners? Explain.

2.2. Distributing an intangible product

- ◆ At the beginning of the relationship between REAP and yourself (farmers), what was your attitude/perception/view of how the relationship would be?

3. PRICE (managing the costs of adoption)

3.1. Managing the monetary costs of adoption

- ◆ Among the items that have been identified as a cost to farmers (land clearing, interest charged, management fees, farm managers, land lease, labour) how would you view the costs in terms of being reasonable?
- ◆ It is a known fact that most NGOs working with the farmers in the past provided most of the services free, does it make it difficult for you (farmers) to accept REAP's way of charging a fee for all kinds of services?

3.2. Managing the Non-monetary costs of adoption

- ◆ Would you say farmers experience delays in receiving service from REAP?
- ◆ What would farmers say are risks (threats) that they experience as farmers under the REAP project. Do they affect their participation?
- ◆ What other factors may hinder the farmers from participating fully?

4. PROMOTION (through personal communication)

4.1. What is Personal Communication (to farmers)

- ◆ Would farmers describe their contact with REAP as sufficient?
- ◆ Do farmers train each other through word-of-mouth?
- ◆ Do farmers consider the benefits brought by REAP as important? (marketing or selling, credit, group development or formation, training in business and private linkage).

PARTNER QUESTIONNAIRE

- ◆ Have these benefits been communicated sufficiently to farmers, ie. do farmers understand these as benefits?

4.2. Execution of the communication

- ◆ Do you think REAP is as concerned with farmers making money out of their membership with REAP, as they are with the farmers being committed to their role in the REAP model?
- ◆ Are you farmers as concerned with you commitment to REAP model as much as you are with the money you expect to get from your horticulture produce under REAP?
- ◆ Do you believe that the initial discussions between farmers and REAP sufficiently involved them in articulating their problems as well as identifying solutions. Was communication sufficient?
- ◆ REAP's service to farmers is well communicated, specific to needs, and farmers willingly committed themselves to the relationship at the beginning. Is this true? Explain.

QUESTIONS
1) Rate how much you agree with the following statements

- ◆ Are there other services that farmers would like that are currently not being addressed by REAP?

	Agree	Disagree
Working together with REAP is not beneficial to your organization		
Your organization stands to lose if you do not work together with REAP		
Working together with REAP will enhance your organization's knowledge, information and hence expertise?		
REAP Maximize social benefits to the people in its work with farmers?		
Your organization's image will be enhanced by its association with the REAP project and what the Project does		
To some extent REAP activities affect your organization negatively, e.g. disapproval of REAP Project activities support your organization's business		

2) Which other organizations work together with you in your collaboration with REAP? Name them

3) Out of these organizations, how do you rate their response/ cooperation in collaboration with REAP?

Organization	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

APPENDIX 2

PARTNER QUESTIONNAIRE

Name of Organization:

Business Type of Partner (supplier, exporter, etc):

Date:

Interviewer:

PARTICIPANT INTRODUCTION

Person being interviewed Name: _____

Position in the Organization: _____

No of years of relationship with REAP (DATE BEGUN): _____

QUESTIONS

1) Rate how much you agree with the following statements.

Statements	Strongly Agree	Agree	Neither agree not disagree	Disagree	Strongly Disagree
Working together with REAP is not beneficial to your organization					
Your organization stands to lose if you do not work together with REAP					
Working together with REAP will enhance your organization's knowledge, information, and hence expertise?					
REAP offers no social benefit to the people in its work with farmers?					
Your organization's image will be enhanced by its association with the REAP project and what the Project does.					
To some extent REAP activities affect your organization negatively, e.g. discomfort etc.					
REAP Project activities support your organization's business					

2) Which other organizations work together with you in your collaboration with REAP? Name them:

.....

3) Out of these organizations, how do you rate their relative importance in collaboration with REAP?

Organization	Strongly Agree	Agree	Neither agree not	Disagree	Strongly Disagree

			disagree		

Explain the rating above:

.....

4) How do these organizations influence each other in their work?

.....

.....

5) Are there other organizations that compete with you in your collaboration with REAP? If Yes, name them.

.....

.....

6) What do you compete fore? Explain.

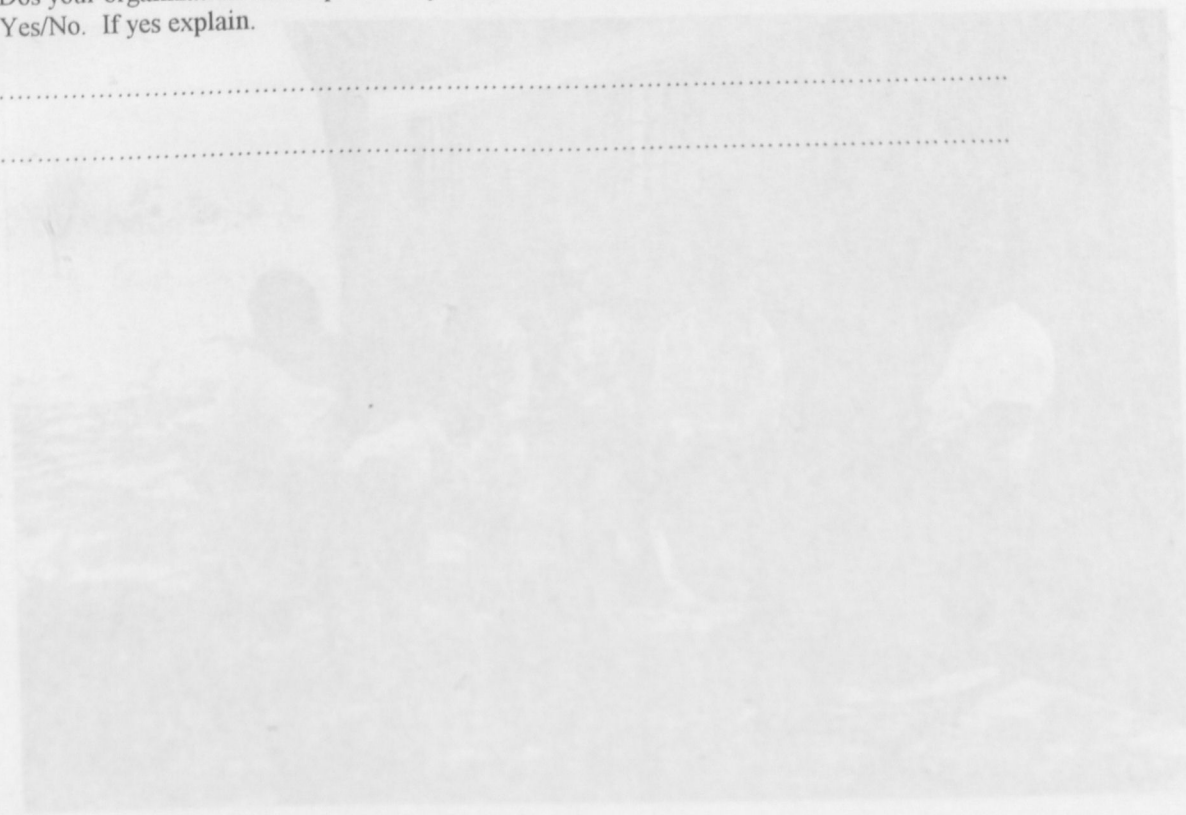
.....

.....

7) Dos your organization team up with any other in order to work better with REAP for your mutual benefits? Yes/No. If yes explain.

.....

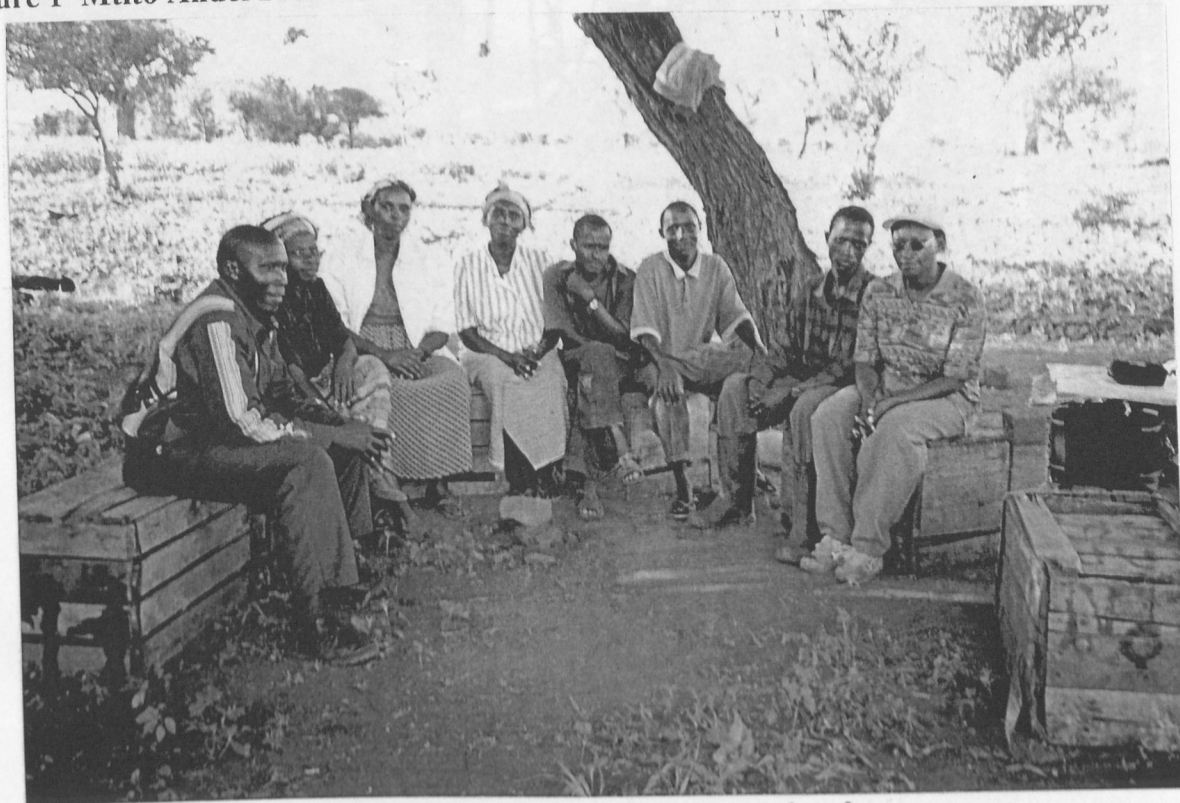
.....



Four of the members of the focus group discussion with the moderator next to an old farm house in their farm.

APPENDIX 3 – PRODUCTION UNITS

Figure 1 Mtito Andei Production Unit



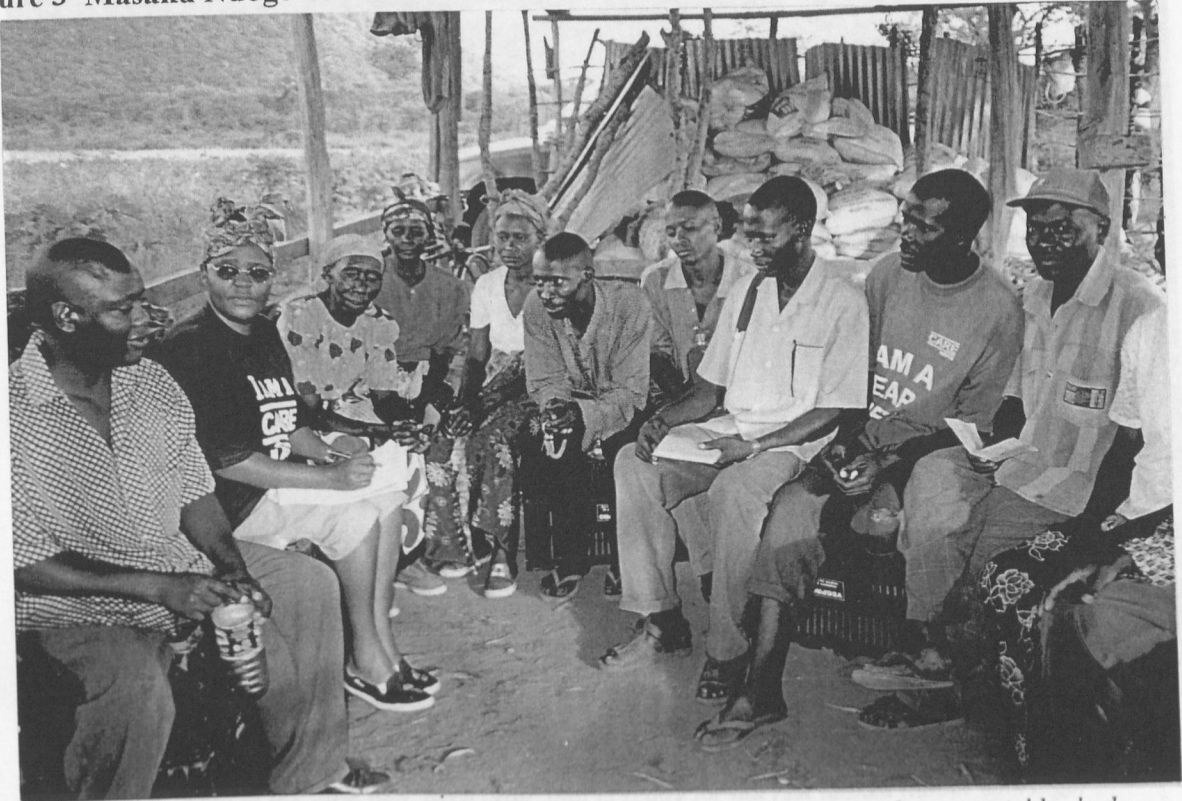
The members are sitting under a tree on their farm.

Figure 2 Mtakuja Grain Growers Production Unit



Four of the members of the focus group discussion with the moderator next to an old farm house on their farm.

Figure 3 Masaku Ndogo Production Unit



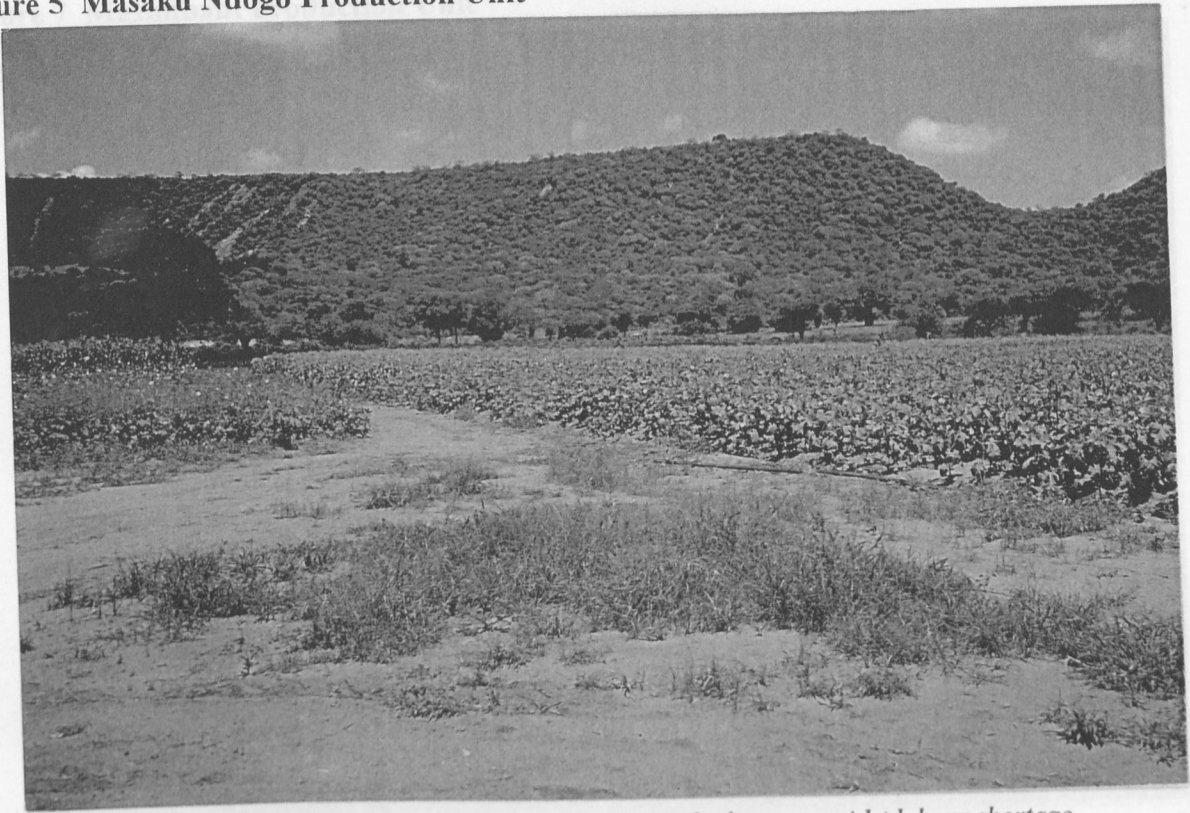
The members during the focus group discussion with the moderator under a vegetable shed.

Figure 4 Masaku Ndogo Production Unit



Hired labour packing okra ready for export at the vegetable shed in the farm..

Figure 5 Masaku Ndogo Production Unit



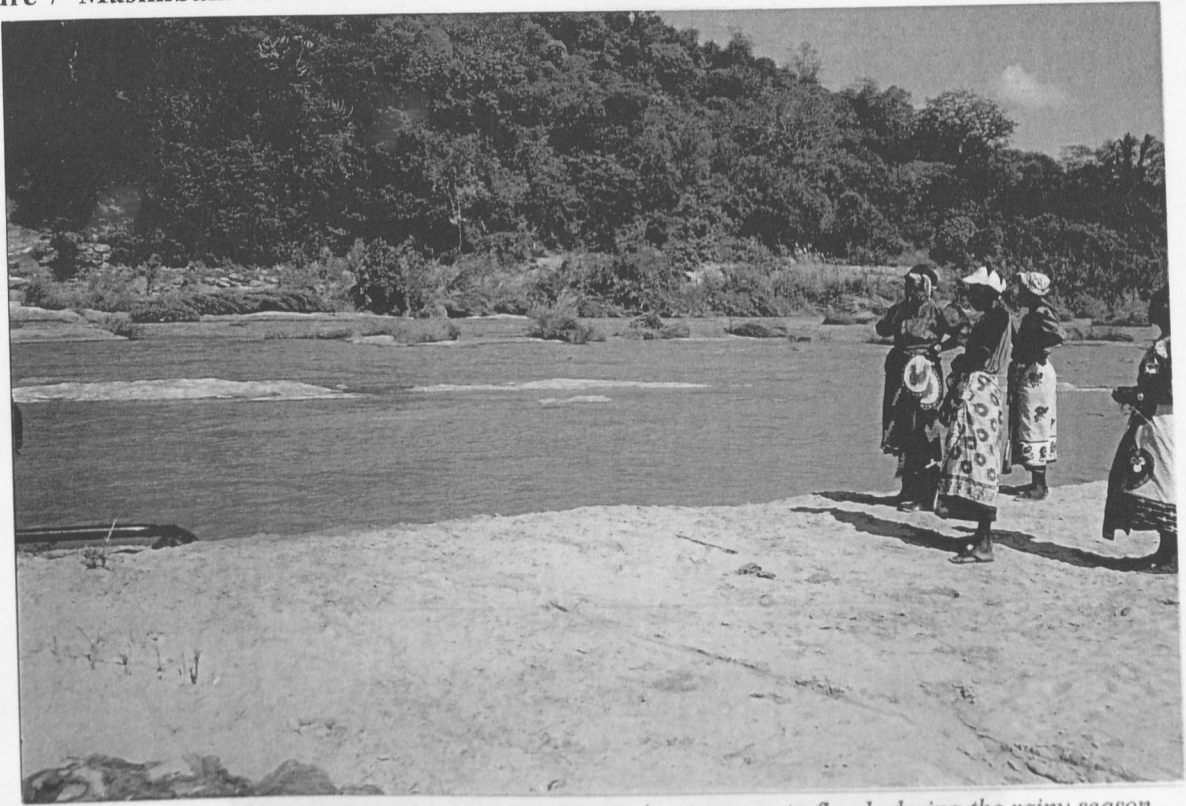
A scene of the farm and okra crop that is ready for harvest amidst labour shortage.

Figure 6 Masaku Ndogo Production Unit



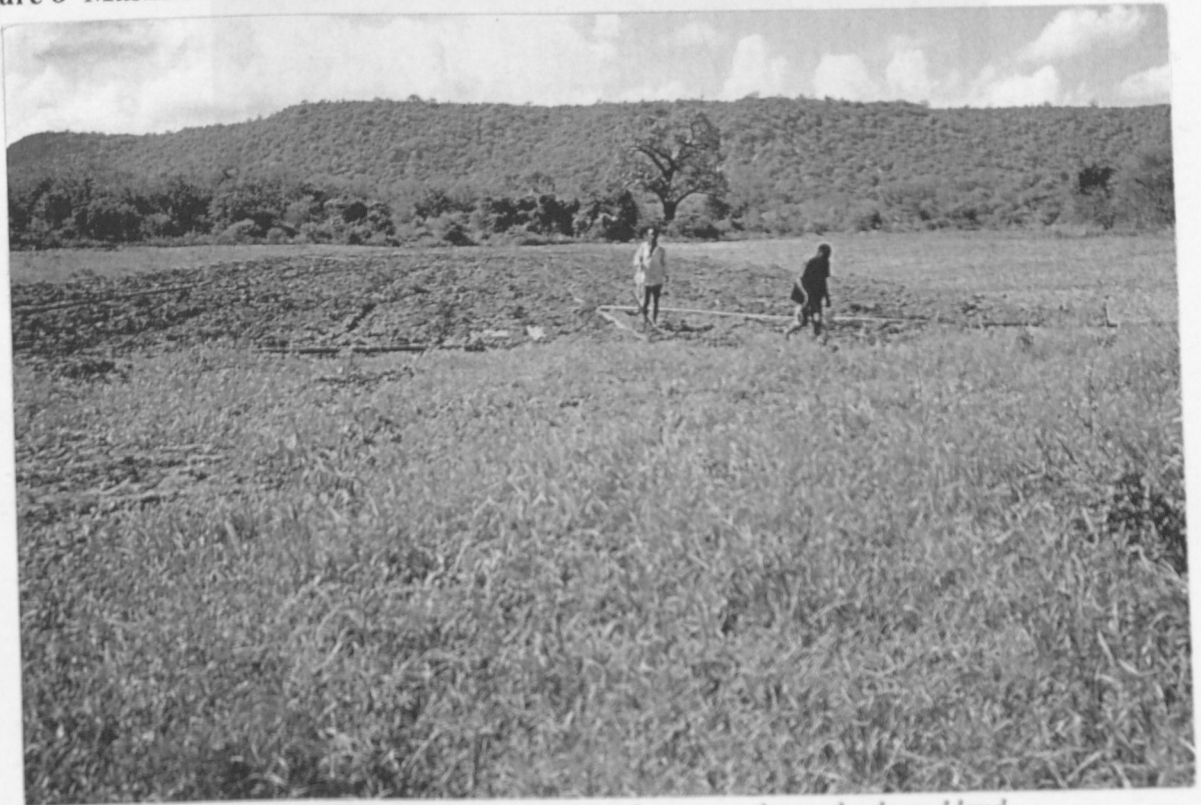
Private Exporter company collecting packed horticulture produce ready for export.

Figure 7 Masimbani Production Unit



Some members of the PU by the Athi River. These area is prone to floods during the rainy season.

Figure 8 Masimbani Production Unit

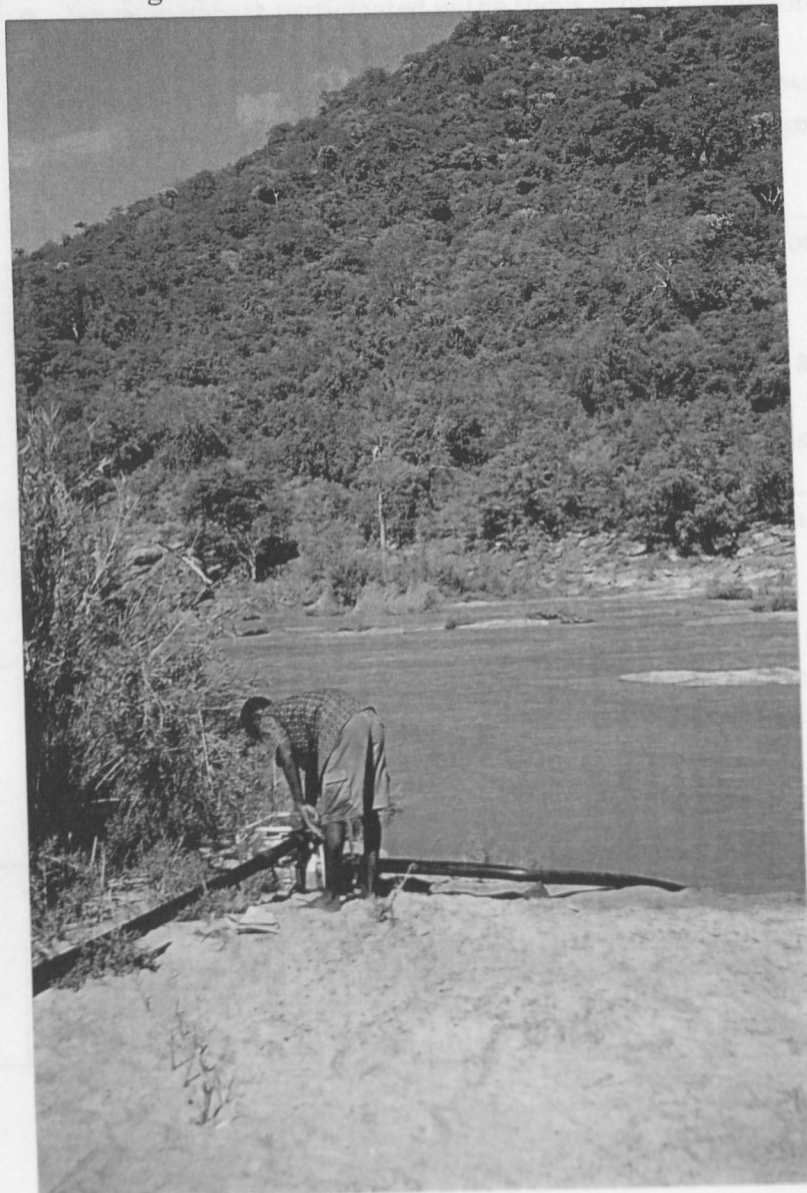


Members of the group planting initial crops on the newly cleared land.

APPENDIX 4 – PH CHARACTERISTICS

Table 4: The Production Units and their general characteristics

Figure 9 Masimbani Production Unit



The Pump attendant pumping water from the AthiRiver onto the farm for crop planting.

APPENDIX 4 – PU CHARACTERISTICS

Table 4: The Production Units and their general characteristics

Name of Group	General characteristics
Masimbani	<ul style="list-style-type: none"> ◆ Seven members participated in the focus group discussion. ◆ The group has 35 members ◆ The group is one year old and the newest, formed in November 2002. ◆ The group is currently in planting and bush clearing stage. They have cleared 6 acres of land. ◆ All the members are taking part in bush clearing
Mtito Andei	<ul style="list-style-type: none"> ◆ Seven members participated in the focus group discussion ◆ The group has 30 members ◆ The group was formed in December 2001 ◆ Most of the members provide direct labour in the farm, and hence earn wages. ◆ The group has a newly installed irrigation systems that is experiencing leakage, affecting crop production.
Wololo wa Thange	<ul style="list-style-type: none"> ◆ Five members participated in the focus group discussion ◆ The group has 30 members ◆ The group was formed in August 2001 ◆ Very few members provide direct labour to the farm.
Mtakuja Grain Growers	<ul style="list-style-type: none"> ◆ Five members participated in the focus group discussion ◆ The group has 21 members ◆ The group was formed in April 2001 ◆ The group is experiencing many internal problems which are greatly hampering the farming process.
Masaku Ndogo	<ul style="list-style-type: none"> ◆ Eleven members participated in the focus group discussion ◆ The group has 30 members ◆ The group was formed in July 2000 ◆ The group has 52 acres of land under cultivation ◆ Only one member provide direct labour.

APPENDIX 5

Figure 10: Map of Makueni District – REAP Project Area

