

**FACTORS INFLUENCING IMPLEMENTATION OF FAIR
TRADE PROJECTS: A CASE OF IMENTI TEA FACTORY**

BY

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DECLARATION

I his research proposal is my original work and has not been presented for a degree in any other university

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DEDICATION

I dedicate this research report to my family. To my dear parents, Steven & Rose Munene and my siblings, Laura Gakii, Eric Gitonga and Jacob Bundi for their unwavering support and love.

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ABSTRACT

Fair trade is as a partnership between non-profit buyers in developed countries and small-scale producers in developing countries. Despite the significant scaling-up of Fair trade projects, in order to improve the quality of life of marginalized farmers many Fair trade certified producers have over the years lost the trade agreement that allows them to trade their products as Fair trade certified products. This is because they fail to meet the Fair trade guidelines that govern implementation of projects. Being a Fair trade certified factory, it is therefore essential for Imenti tea factory to exhaustively establish factors influencing implementation of Fair trade projects. The study targeted the whole region served by Imenti tea factory. The respondents involved were the premium committee members, community leaders and tea farmers. The factors influencing the implementation of Fair trade projects in Imenti tea factory were established. Descriptive survey design was employed with a questionnaire as the main tool of data collection. Data collected was analyzed using Statistical Package for social Sciences (SPSS)

Research findings from this study revealed that there were numerous factors influencing implementation of Fair trade projects which included the level of education, economic factors, inadequate funds, political patronage and planning strategies available. Addressing these factors requires the premium committees to formulate practical and realistic policies that will ensure the fund is managed in the best way possible. Improving capacity to identify viable projects, capacity building of the premium committee and stakeholders at large on the operations of Fair trade is also essential. Fair distribution of the premiums across the six zones ensures equal development of all parts of the region whilst improved financial control helps check misappropriation of premiums and promotes transparency and accountability.

Assessment of the optimal staffing levels should be studied further in order to enhance effective project implementation. Further detailed research is also required to assess the impact of premiums to the community and beneficiaries especially farmers dealing with Fair trade products.

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LIST OF ABBREVIATIONS AND ACRONYMS

ATO's- Alternative Trade Organizations

FLO- Fair trade Labeling Organizations

FLO-CERT- A Fair trade body which certifies and does independent auditing of Small scale farmers and producers to make sure that set standards are met.

GMO – Genetically Modified Organisms

KTDA- Kenya Tea Development Agency

MCC - The Mennonite Central Committee

NGO's - Non-governmental organizations

SD – Sustainable Development

SPSS - Statistical Package for social Sciences

UNCTAD-United Nations Conference on Trade and Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The Fair trade movement began as a trade partnership that was founded on dialogue, transparency and respect. It sought to create equality in international trade by giving better trade conditions to, and securing the rights of marginalized farmers. With support from consumers, it engaged in raising awareness in the practices of International trade.

Fair trade is a partnership between non profit importers and buyers and is known to have been in existence since 1950 (FLO-CERT, 2007). During this time; many developing countries were fighting against the low market prices. This then provided the farmers with an opportunity to safeguard their livelihoods, bypass the middle men and directly link into the Northern markets. With time, more and more alternative trade organizations were created in several countries and were very much linked to volunteer groups and world shops. This network therefore played an essential role in bringing up of the Fair trade as it is known today (FLO-CERT, 2007).

According to Cowe, & Williams (2007), Fair trade certification has enabled farmers to gain economic freedom and their standards of living improved. Crop diversification that enables farmers to break out from dependence on one crop as the only source of income is now possible. Premiums paid enable farmer's access low interest loans and technical assistance for constructing infrastructure and the communication systems is also provided in order to enlarge production volumes (FLO, 2007).

The health care systems, education facilities and technical training for all the members of the cooperative are improved and their families empowered. To a purchaser of Fair trade products, they are allowed a chance of buying according to the values of allowing them to be a stakeholder in the solution to global trade inequities. High quality goods are sold to them and assurance of just trading practices made (F.I.O, 2007).

Better health care and education plus technical training and skill diversification for cooperative members and their families are enhanced. To the consumers, Fair trade system benefits them by giving them the option of purchasing according to their principles and values and empowering them to be a player in the solution to global trade inequities. High quality products are also provided whilst assuring them of the ethical source of their purchases. Fair trade rewards and encourages farming and production practices that are environmentally sustainable, such practices include integrated farm management systems which minimize pollutants, pesticides and herbicides and usage of organic agriculture techniques plus banning the use of most dangerous pesticides (F.I.O, 2007).

1.2 Statement of the problem

The implementation of Fair trade projects as a hallmark of the returns accrued as premiums cannot be overemphasized. Fair trade's strategic intent was to deliberately work with marginalized producers and workers in order to help them move from a position of vulnerability to security and economic self-sufficiency.

Despite the significant scaling-up of Fair trade projects, in order to improve the quality of life of marginalized farmers (Redfern, & Snedker, 2002) many developing countries have over the years lost the trade agreement that allows them to trade their products as Fair trade certified products. This is because they fail to meet the Fair trade guidelines that govern implementation of projects. Being a Fair trade certified factory, it is therefore essential for Imenti tea factory to exhaustively establish factors influencing implementation of Fair trade projects.

According to Cowe and Williams (2000), there is little evidence detailing statistics on the factors influencing implementation of the Fair trade projects. Despite the noble objectives of Fair trade, this initiative has faced many complaints which include non involvement of all the stakeholders in determining what project to implement as well as lack of transparency and accountability (Cowe, & Williams, 2000). A comprehensive study to establish the factors which influence the implementation of these projects was carried out.

1.3 Purpose of the study

The purpose of the study was to establish the factors influencing implementation of Fair trade projects in Imenti tea factory.

1.4 Objectives of the study

1. To determine how the level of education influences implementation of Fair trade projects in Imenti tea factory.

2. To establish whether politics influences implementation of Fair trade projects in Imenti tea factory.
3. To determine the role of economic factors in implementation of Fair trade projects in Imenti tea factory.
4. To establish whether planning influences implementation of Fair trade projects in Imenti tea factory.

1.5 Research questions of the study

To achieve the research objectives, the following questions were used

1. To what extent does the education level influence implementation of Fair trade projects in Imenti tea factory?
2. To what extent does politics influence implementation of fair-trade projects in Imenti tea factory?
3. To what extent do economic factors influence implementation of Fair trade projects in Imenti tea factory?
4. To what extent does planning influence implementation of Fair trade projects in Imenti tea factory?

1.6 Significance of the study

It is hoped that, the study shall enable the policymakers to come up with legislations which will check the imbalance in the socio-economic development through prudent management of available resources. The study can also be used to assist the tea factory management to know how best to achieve set targets and also assist the communities and

especially the beneficiaries to know how best to use fair-trade resources to reduce poverty, create jobs, increase education levels, and improve the quality of life and even broadening their income base. The Fair trade Premium committee can also use the study to identify their shortcomings, increase their capacity to provide better management of the funds and identify ways and means of ensuring sustainability of the projects.

The study also hoped to provide more insight to the field of research especially in community based rural development projects.

1.7 Limitations of the study

The study anticipated some limitations which included the time factor becoming a challenge and hindering the researcher from interviewing all the stakeholders and projects sponsored by the Fair trade premiums. A questionnaire was essentially used as the primary data collection tool. This brought about another challenge since the research relied on self reporting of the sample population. The self reporting resulted in inaccurate data because the respondents could have given society desirable responses instead of the true scenario. Personal interviews were also employed alongside the questionnaire to triangulate the survey findings. Availing documents particularly dealing with the tendering procedure and financial use was a big challenge. However, good interpersonal approach during the face to face encounter with the respondents and emphasis on the value of the study was used to impress upon them to respond objectively.

1.8 Delimitations of the study

The study focused on the Fair trade projects in the entire region served by Imenti tea factory from the year 2007 to 2009. Only the stakeholders who are the Fair trade management committee and the beneficiary communities who are the tea farmers were involved. The tool for data collection was the questionnaire. The results may thus not be generalized in other tea factories in the country.

1.9 Basic assumptions of the Study

It was assumed that the education levels were affecting implementation of Fair trade projects. Politics was also assumed to play a role in influencing implementation of Fair trade projects. This study therefore sought to analyze the effect of literacy levels, poverty and politics into implementation and provide recommendations on how to best utilize and manage premiums. The respondents were also assumed to be in a position to understand the questions in the interview schedule and respond objectively. Respondents with difficulties were interviewed. Most of the respondents were expected to be conversant with the history and implementation process of the Fair trade projects and that the Fair trade staff at the factory and the relevant committees took the exercise as a positive undertaking towards streamlining the operations of the premiums and hence provided an objective response to the study.

1.10 Definitions of significant terms

Key concepts and terms for the purpose of this study are defined below

Project Implementation: This is the phase in the project life cycle where the planned, designed, appraised and selected project is launched and executed in order to achieve the intended goal.

Education level: Is the process of training or instruction in schools and colleges and is designed to give knowledge and develop skills.

Politics: Is the state of management of public affairs and especially being in conflict or competition between two or more parties

Economic: The ability to be cost effective and financially viable in project implementation

Planning: Putting up ideas and thoughts in detail in advance before project implementation.

Implementation: Producing the desired results by performing an obligation set by the Fair trade act 2007. Fair trade projects should be able to meet the standard set and accomplished within the time frame as per the plan.

Premium Committee: A committee established to manage premiums accrued by Imenti Tea Factory. The committee evaluates, ranks project proposals according to popularity among members, importance, viability and long term and sustainable affects. It is composed of 2 workers (1 female and 1 male), 2 Management representatives (e.g. Factory unit Manager and Accountant, 6 elected representatives from separate zones (At least 2 must be women) and 3 board members (can either be elected by the General Assembly, elected by the board or rotated amongst board members.

Premiums: It is the money paid above the normal per kg when Imenti Tea Factory sells its tea through Fair trade. This money is meant for community development. In this case it is ½ a dollar per Kilogram of tea.

Fair trade: Is a partnership between marginalized farmers and non profit importers who aim at raising awareness and securing the rights of marginalized farmers by marketing the crops they farm.

Fair trade Projects: They are development ventures run using the premiums and managed by the premium management committee.

Fair trade farmers: These are small scale farmers in developing countries who produce and sell goods that are Fair trade certified and are guided by the FLO-CERT, 2006.

Fair trade products: Includes the farm produce such as tea, coffee and cocoa that is cultivated under guidelines of FLO CERT, 2006 and is sold to consumers in developed countries.

Fair trade guidelines: These are the principles that govern the operations of Fair trade producers. They are contained in the Fair trade labeling certification of the year 2007

Stakeholder: Individuals with interests in the operations of the Fair trade projects in Imenti tea factory.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature related to this research was reviewed to capture the history of Fair trade and Fair trade products. Literature concerning the concept of community development under Fair trade and factors influencing implementation of community based projects was also reviewed.

2.2 History of Fair trade

The Fair trade movement as is known today was shaped in the years following World War II (Scott, 2002). Attempts to commercialize goods produced by marginalized producers in developed were initiated by religious groups and various politically oriented non-governmental organizations (NGOs). The Mennonite Central Committee (MCC) was the first, in 1946 and 1949 respectively, to develop Fair trade supply chains in developing countries. The products, almost exclusively handicrafts ranging from jute goods to cross-stitch work, were mostly sold by volunteers in 'charity stores' or 'ethnic shops'. The goods themselves had often no other function than to indicate that a donation had been made (Scott, 2002).

According to Hinks and McKivigan (2007), The current Fair trade movement was shaped in Europe in the 1960s. Fair trade during that period was often seen as a political gesture against neo-imperialism. Radical student movements began targeting multinational

corporations and concerns that traditional business models were fundamentally flawed started to emerge (Hinks, & McKivigan, 2007).

The slogan at the time, "Trade not Aid", gained international recognition in 1968 when it was adopted by the UNCTAD (United Nations Conference on Trade and Development) to put the emphasis on the establishment of Fair trade relations with the developing world (Mayoux, 2001). The year 1965 there was the creation of the first alternative trading organization (ATO). That year, British NGO Oxfam launched "Helping-by-Selling", a program which later developed into a Bridge. The scheme sold imported handicrafts in Oxfam stores in the UK and from mail-order catalogues with a circulation of almost 100,000 copies. The program was created to support the work of co-operatives and community enterprises in the developing world. The program was highly successful and it remained one of the largest and most influential in the sector until it was shut down in 2002 (Fridell, 2003).

In 1969, the first World shop opened its doors in the Netherlands (Redfern, & Snedker, 2002). The initiative aimed at bringing the principles of Fair trade to the retail sector by selling almost exclusively goods such as handicrafts produced under Fair trade terms in "underdeveloped regions". The first shop was run by volunteers and was so successful that dozens of similar shops soon went into business in the Benelux countries, Germany and in other Western European countries (Redfern, & Snedker, 2002).

In the early 1980s, Alternative Trading Organizations faced a major challenge: the novelty of some Fair trade products started wearing off, demand reached a plateau and some

handicrafts began to look "tired and old fashioned" in the marketplace. The decline of segments of the handicrafts market forced fair trade supporters to rethink their business model and their goals. Moreover, fair trade supporters during this period became increasingly worried by the impact of the fall of agricultural commodity prices on poor producers. Many then believed it was the movement's responsibility to address the issue and to find innovative remedies to address the ongoing crisis in the industry (Mayoux, 2001)

In the subsequent years, Fair trade agricultural commodities played an important role in the growth of many ATOs, successful on the market; they offered a renewable source of income for producers and provided Alternative Trading Organizations the perfect substitute to the stagnating handicrafts market (Mayoux, 2001). The collapse of the International Coffee Agreement in 1989 fueled the extraordinary growth of the Fair trade Coffee market, providing a powerful narrative for a new breed of Fair trade brand that engaged producers directly in consumer operations. Cafe direct is a good example of this new thinking and was the first fair trade brand to be found in UK supermarkets. Dedicated to the mainstream, Cafe direct created focused on consumer engagement and language and built a reputation for quality, justifying its premium positioning with the tag-line "We pay more, so you get the pick of the crop" (Redfern, & Snedker, 2002).

2.3 Fair trade products

Since the aim of FLO International is to improve the position of disadvantaged producers in developing countries, the range of Fair trade products consists primarily of typical

agricultural products. However, manufactured products are becoming important future candidates for Fair trade certification (Redfern, & Snedker, 2002).

The first Fair trade agricultural products were coffee and tea, quickly followed by dried fruits, cocoa, sugar, fruit juices, rice, spices and nuts. Coffee quickly became the main growth engine behind Fair trade. Between 25 percent to 50 percent of the total alternative trading organization turnover in 2005 came from coffee sales (Newman, 2008).

Fair trade products are not necessarily organic. Fair trade criteria however require sustainable farming techniques, and offer a higher price for organic products. Moreover, Fair trade Premiums are often used to train producers in organic and sustainable techniques like composting and integrating recycled materials. The risks of environmental contamination and producer dependence to Genetically Modified Organism seed is known to outweigh the benefits of the crops. FLO believes GMO crops are incompatible with Fair-trade and has adopted strict environmental standards and guidelines expressly forbidding their use and monitoring GMOs in nearby fields to avoid any possible contamination (FLO CERT, 2007).

The Fair trade system guarantees a better deal to the disadvantaged producer by offering them two major monetary benefits that can both have an impact on the end price. This includes the Fair trade Minimum Price and the Fair trade Premium. The Fair trade Minimum Price is a guaranteed price that covers the cost of sustainable production. The set Fair trade Price is always the Fair trade Minimum Price paid but rises in line with market prices if they rise above it (FLO-CERT, 2006).

In addition to the purchase price paid by importers, a separate payment, called the Fair trade Premium, is made which is designated for social and economic development in the producing communities. The farmers and workers themselves decide how these funds are to be spent. As part of the Fair trade Standards, Certified Producers are accountable to FLO-CERT 2006 for the use of this money. It is generally used for improvements in health, education or other social facilities, although it may also be used for certain development projects to enable growers to improve productivity or reduce their reliance on single commodities (Redfern, & Snedker, 2002).

It is worth mentioning that the Fair trade Premium and the Fair trade Minimum Price do not always significantly increase the end price paid by consumers for a product. There are other factors to consider when studying the price structure of products. Production costs, for example, can sometimes be higher due to the organic farming practices. Economies of scale can also have a significant impact in pricing. This means that production of smaller quantities can often cost producers and processors more at every turn (packaging, transport, etc) because they cannot benefit from a large enough scale to use as a bargaining position.

Retailers set the final price paid by consumers. Retail pricing is not controlled or influenced by FLO or any of the Labeling Initiatives. The Labeling Initiative verifies the guaranteed Minimum Price has been made to the producer but the final price paid by the consumer is solely the decision of the retailer. Luckily, FLO anticipates that as demand for Fair-trade Products grows and as competition intensifies in consumer markets, issues of

economies of scale and disproportionate retailer margins will become less and less significant in the future (Newman, 2008).

In 1988, in an effort to expand the distribution of Fair trade products to mainstream retailers, a Dutch ATO, Solidaridad, found an innovative way to increase sales without compromising consumer trust in Fair-trade products and in their origins. The organization created a label, called Max Havelaar, which guaranteed that the goods met certain labour and environmental standards. The label, first only applied to coffee, was named after a best-selling 19th century book about the exploitation of Japanese coffee plantation workers by Dutch colonial merchants (Mayoux, 2001).

The concept caught on: within years, similar Fair-trade labeling organizations such as the Fair-trade Foundation, TransFair and Rättvisemarket, emerged across Europe and North America in an effort to follow Max Havelaar's footsteps and boost Fair-trade sales. The organizations created and launched their own campaigns and Certifications Marks independently (FLO-CERT, 2006).

In 1997, these organizations created Fair-trade Labeling Organizations (FLO) International, an umbrella organization whose mission is to set the Fair-trade Standards, support, inspect and certify disadvantaged producers and harmonize the Fair-trade message across the movement. At present, over 20 Labeling Initiatives are members of FLO International. There are now Fair trade labels on dozens of different products, based on FLO's certification for coffee, tea, rice, bananas, mangoes, cocoa, sugar, honey, fruit juices, wines, nuts, footballs etc (Newman, 2008).

The difference between Fair Trade and Fair trade is that term Fair Trade is used to describe the certification and labeling system governed by FLO designed to allow consumers to identify goods produced under agreed labour and environmental standards. While the term Fair trade is used to refer to the Fair trade movement as a whole and can be used to describe both labeled and unlabelled goods and the work of Alternative Trade Organizations (ATOs). The term Fair trade is a broader term often used to describe one or many of the above, but can also occasionally be used to refer to trade justice issues. In such cases, it can be as broad as to describe general fairness in trade, such as tariffs, subsidies, worker rights and other issues (FLO-CERT, 2006).

The difference between Fair trade and ethical trading is that ethical trading means companies are involved in a process of trying to ensure that the basic labour rights of the employees of their third world suppliers from developing countries are respected. The Fair-trade Certification Mark, which applies to products rather than companies, aims to give disadvantaged small producers more control over their own lives. It addresses the injustice of low prices by guaranteeing that producers receive fair terms of trade and fair prices – however unfair the conventional market is. On top of the Fair-trade minimum price, the Fair trade labeling system guarantees a premium for producer organizations or workers bodies to enable them to invest in social, economical or environmental improvements. The Fair-trade certification mark guarantees a better deal to disadvantaged producers and workers in developing countries. In order for a product to display the Fair-

trade certification mark, it must comply with various labour and environmental standards set by F.L.O. (FLO-CERT, 2006).

2.4 Concept of Community Development under Fair trade

A community is a group of people who reside in a specific locality and who exercise some degree of local autonomy in organizing their life in such a way that they can, from that locality, satisfy the full range of their daily needs (Mulwa, 2004).

Group structure, integration around specific goals, local autonomy, and local responsibility are fundamental ingredients to community development. However, the issue of the 'local autonomy' perspective and the contention that people in a community should have the ability to satisfy the full range of their daily needs from local resources has been challenged (Mulwa, 2004). This is because while it is possible to create a community, external forces will exert influence over the community because societies are interdependent to one another (De Beer, & Swaneapool, 1998). The input of the Fair trade premiums is therefore one of the strategies which supplement the local resources to enhance community development. Community development as a concept was in use world wide in 1940's and it emphasized self sufficiency and change of attitudes as a prerequisite (Mulwa, 2004). He then outlined lessons from the early experiments with community development as:

1. The role of village level worker (local leadership) is critical for the success of community development initiatives. This is the key person for community

sensitization, community organization and community training in knowledge, skills and change of attitudes among other activities.

2. The felt needs of a local community are directly addressed by a community development initiative, it will be possible, to harness local resources and solicit peoples' commitment in support of such efforts.
3. Problem- solving oriented framework of development will ensure spectacular success as long as projects seek to address the felt needs of the people and are led by visionary project leaders of strong (though not dominant) personality. However, local community initiative should be encouraged at all times for self- sustaining development.
4. Careful selection is made for project staff responsible for the implementation of projects. These are then given through training in the appropriate skills.
5. Where the foregoing factors are missing, community development will end up benefiting the elite more than the poor villager whom the programmes are intended to help (Mulwa, 2004).

2.5 What is a Project?

A project is a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications to meet customer needs (Gray, & Larson, 2008). All projects evolve through a similar life cycle sequence during which there should be recognized start and finish points. In addition the project objectives may be defined in a number of ways e.g. financial, social and economic, the important point being that the

goals are defined and the project is finite (Field, & Keller, 1998). According to Fair trade standard and KTDA weighted voting, a project is an eligible development funded by the premiums, identified and formulated by the farmers and should have a lasting and significant social economic impact on the farmer as well as the community (FLO-CERT, 2006).

2.6 Project life cycle

The project lifecycle typically passes sequentially through four stages: defining, planning, executing/ implementation and delivering. The study point begins the moment the project is given a go ahead. A project starts slowly, builds to a peak and then declines to delivery of the project. According to Field & Keller (1998), there is no single life-cycle that applies to all projects. The most common however is a basic lifecycle, adapted from a four phase model (Gray, & Larson, 2008).

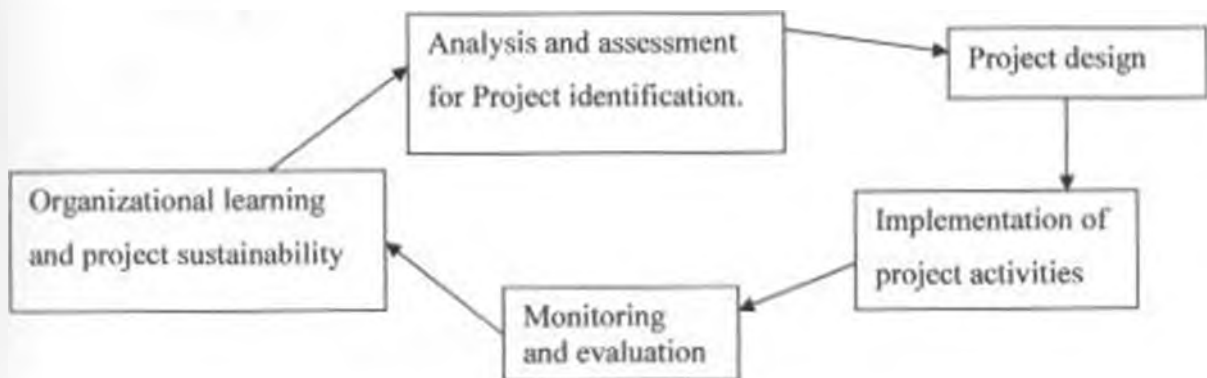
The phases include:

1. **Defining stage.** This is where the specifications of the project are defined, project objectives established, teams formed and major responsibilities assigned.
2. **Planning stage.** Here, the level of efforts increases and plans are developed to determine what the project will entail, when it will be on schedule, which it will benefit, and what quality level should be maintained, and what the budget will be.
3. **Executing or implementation stage.** At this stage, a major portion of the project work takes place which is both physical and mental. The physical product is produced (a classroom, bridge, health centre, police post). The time cost and

specifications measures are used for control. It is at this stage when questions like, is the project on schedule; on budget and meeting specifications are asked. The questions on the fore cast of each of the above measures and what revisions/ changes necessary are also asked.

4. **Delivery stage.** This stage includes the two activities of delivering the project product to the consumer and redeploying project resources. Delivery of the project might include customer training and transferring documents. Redeployment usually involves releasing project equipment / materials to other projects and finding new assignments for team members.

Figure 2.1: Fair trade project cycle



Source: Imenti tea factory premium management training manual 2009.

2.7 Project Implementation

Project implementation is a very important part of the life cycle of the project as it forms part of the phase (Field, & Keller, 1998). Implementation is the actual execution of the project design and it involves planning or listing in details what is required to successfully complete the project along the three critical dimensions of time, cost/ budget and quality.

Implementing strategies is the most difficult step. Strategies are typically implemented through projects. Creative minds always propose more projects than there are resources. The key factor is selecting from the many proposals those projects that make the largest and most balanced contribution to the objectives and strategies of organizations. This means prioritizing projects so that scarce resources are allocated to the right projects. Once a project has been selected for implementation, the focus switches to the project management process that sets the stage for how the project will be implemented or delivered (Gray, & Larson, 2008).

Unfavorable contingencies' should be developed early in the projects' life cycle. Although no amount of current planning can solve the current crisis, pre-planning may avert some (Meredith, & Mental, 2003). Strategic planning by the organizations should be collaborated with the budget, schedules, work plans and the general management by individual project committees to enhance effective implementation of project (Field, & Keller, 1998).

2.8 Management of projects

Management is a process of getting things done through the agency of a community. The functions of management are the handling of a community with a view to fulfill the purpose for which it exists (Saleemi, 2007).

2.8.1 Administrative management (universal management theory)

According to Kreither (1986), management is a continuous process beginning with planning and ends with controlling. The manager's job can be divided into five functions

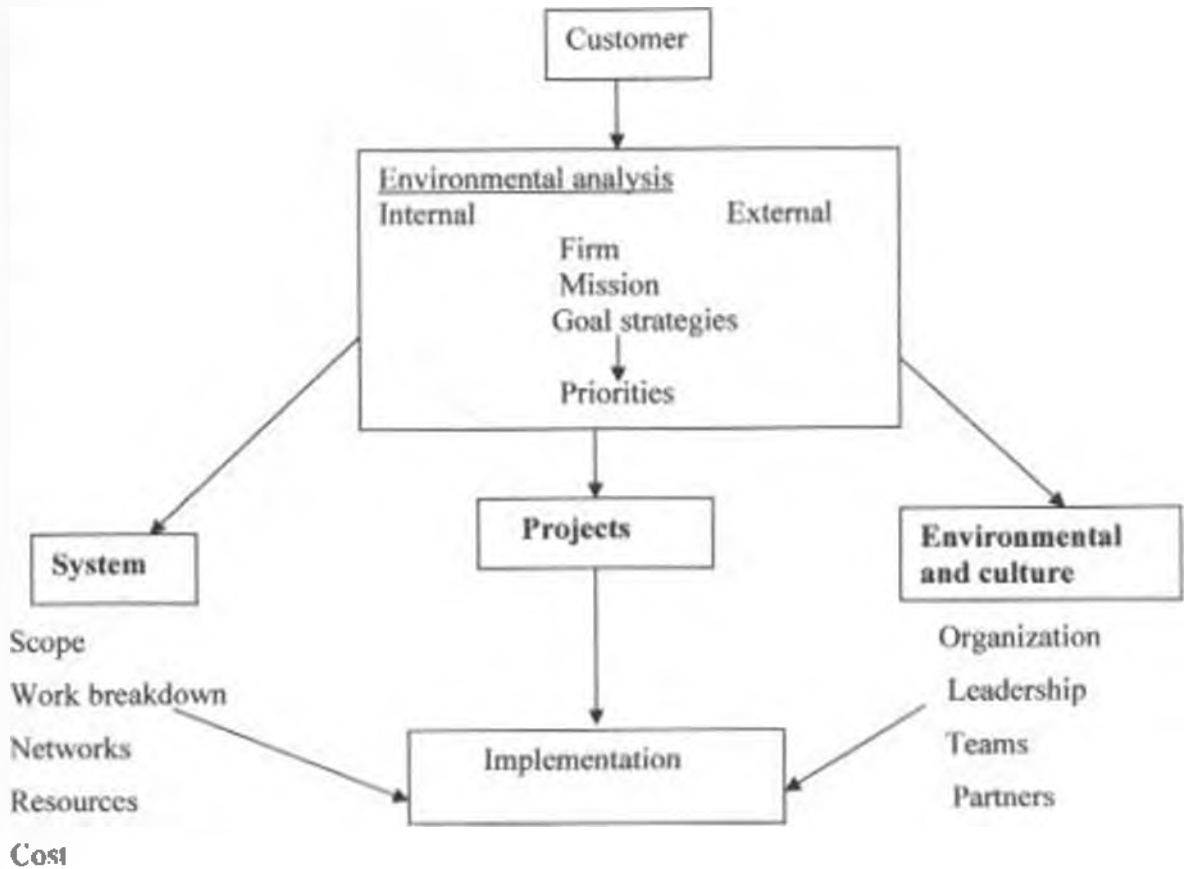
of planning, organizing, commanding or directing, coordinating and controlling or evaluating. The theory of administrative management is important in enhancing productivity and efficiency in any project or organization (Meredith, & Mantel, 2003).

2.8.2 Modern project management - An integrated approach

In the contemporary times, there is great emphasis on a development of an integrated approach to project management. The process focuses on all projects effort towards the strategic plan of the organization and reinforces mastery of both the project management tools/techniques and the interpersonal skills necessary to orchestrate successful projects completion. Integration in project management directs attention to two key areas. The first area is integration of the projects with the strategic plan of the organization. The second area is the integration within the process of managing actual projects. In some organizations, selection and management of projects often fail to support the strategic plan of the organization. Strategic plans are written by one group of managers, project selected by another group, and project implemented by another. These independent decisions by different groups of managers create a set of conditions; resources of the organization are wasted in non-value added activities/ projects (Wesonga, 2006).

The figure shown below explains how the project users (customers) should be involved in the planning of their projects so that both the environments (internal and external and the management can be harmonized for effective and efficient implementation.

Figure 2.2: Integrated management of projects



Source: Gray, & Larson 2008

2.9 Factors influencing Implementation of Community based Projects

The challenges facing implementation of Fair trade projects is the focus of this research study. Implementation of projects without strong priority system linked to strategy creates problems. A project portfolio system can go a long way to reduce or even eliminate the impact of these problems.

2.9.1 Education Level

The empowerment of people through education is central to any development (Garza & Kidambi, 2007). Enabling awareness and offering adequate education has been shown to empower communities and enable them fight for their rights. Education level is integrated with development because it is the integrated pattern of human knowledge, belief, and behavior that is both a result of and integral to the human capacity for learning and transmitting knowledge to succeeding generations. Education level has played a crucial role in human evolution, allowing human beings to adapt the environment to their own purposes rather than depend solely on natural selection to achieve adaptive success (Michael, 1999). Variation among education levels is attributable to such factors as differing physical habitats and resources; the range of possibilities inherent in areas such as language, ritual, and social organization; and historical phenomena such as the development of links with other cultures (Michael, 1999).

Mobilizing assets then activates more formal institutional resources such as local government, formal community-based organizations, and private enterprise (Wright, 1994). In this way, the community development process is sustained and scaled up, while continuing to recognize local associations and training as the driving force - the vehicles through which all the community's assets can be identified and then connected to one another in ways that multiply their power and effectiveness. Economic development presupposes not just the existence of formal institutions like property rights and a rule of law under which buyers and sellers can exchange goods in markets, but also certain norms

inculcated by education that promote exchange, savings, and investment. Thus, there is a relationship between education levels and dimensions to economic behavior. (Brocklesby, & Fisher, 2003).

2.9.2 Politics

Politics is a process by which groups of people make collective decisions. The term is generally applied to behavior within civil governments, but politics has been observed in other group interactions, including corporate, academic and religious institutions. It consists of "social relations involving authority or power" and refers to the regulation of a political unit, and to the methods and tactics used to formulate and apply policy (Rondinelli, 1993). From a political perspective, it is possible to identify several obstacles to the implementation of sustainable development.

Political time frame is usually short. Institutions tend to plan and decide with the next election in mind and the prospect of being re-elected. It is difficult for such institutions to make decisions which would be perceived as politically damaging at the next election. Therefore difficult decisions are often postponed or modified in order not to offend an electorate, be it in a region or in a specific industry. For example, a decision not to log, or not to fish, that may be desirable for reasons of sustainable development would not be contemplated in the run-up to an election because of the unemployment it would cause. That is the history of the cod fishery (Safire, 2008). The public must bear some of the responsibility for this situation, as voters are well known for their short memories and also for their desire to see immediate results from policy decisions. Yet, sustainable

development, by definition, requires medium and long-term planning and as such poses a significant problem for those who want to get re-elected (Saffold, 2005). This has largely been witnessed in premium management when farmers are required to elect board members.

Verticality of Institutions. The second obstacle is posed by the structure of institutions, which consists of their roles—described as vertical—often come into conflict with each other and must compete for the attention (not to mention funding approval) of the decision-makers. Each is pursuing its specific mandate but departments do not have an overarching assignment that would pull them together (Caccia, 2001). This can be depicted by similarity of roles of the Constituency development fund and the Fair trade premiums. Sustainable development instead is a concept which cuts across departments, horizontally and it affects implementation. Verticality, sometimes referred to as the silo mentality, of modern governments' structures makes it particularly difficult to adopt and implement the goals of sustainable development (Narayana, & nagarjuna, 2005).

The third obstacle is the policy process. The reality is that in modern liberal democracies, politicians are faced with competing and at times conflicting interests that require a mediation process, and/or a search for compromise. This is the situation captured by the phrase "politics is the art of the possible." The result of this policy process—as practiced in our democratic system—is that change is almost always incremental, one small step at a time. By contrast, sustainable development requires major changes and even dramatic turnarounds; the kind of change of direction the implementation of the Kyoto Protocol on

climate change requires (Caccia, 2001). But the public also needs to be well informed, a not insignificant task when it comes to such a complex and often technical area as sustainable development (SD). Better communication of policy issues, greater transparency in the policy process, and the ability for citizens to participate in a meaningful way when important decisions are made, all of these are crucial to public support for SD initiatives.

2.9.3 Economic factors and Resource conflict

Most project organizations exist in a multi- project environment. This environment creates the problems of project interdependency and the need to share resources. The problems of sharing resources and scheduling resources across project grow exponentially as the number of project rises. In multi- project environment, the stakes are higher and the benefits or penalties for good or bad resource scheduling become even more significant than in most single projects.

Resource sharing also leads to multi-tasking. This involves starting and stopping work on one task to go and work on another project, and then returning to the work on the original conceptual or physical shutdown and start-up are significant. Multi- tasking has to delay and costs. Changing priorities increases the multi- tasking problems even more. Likewise, multi-tasking is more evident in organizations that have too many projects for the resources they command (Gray, & Larson, 2008).

2.9.4 Planning

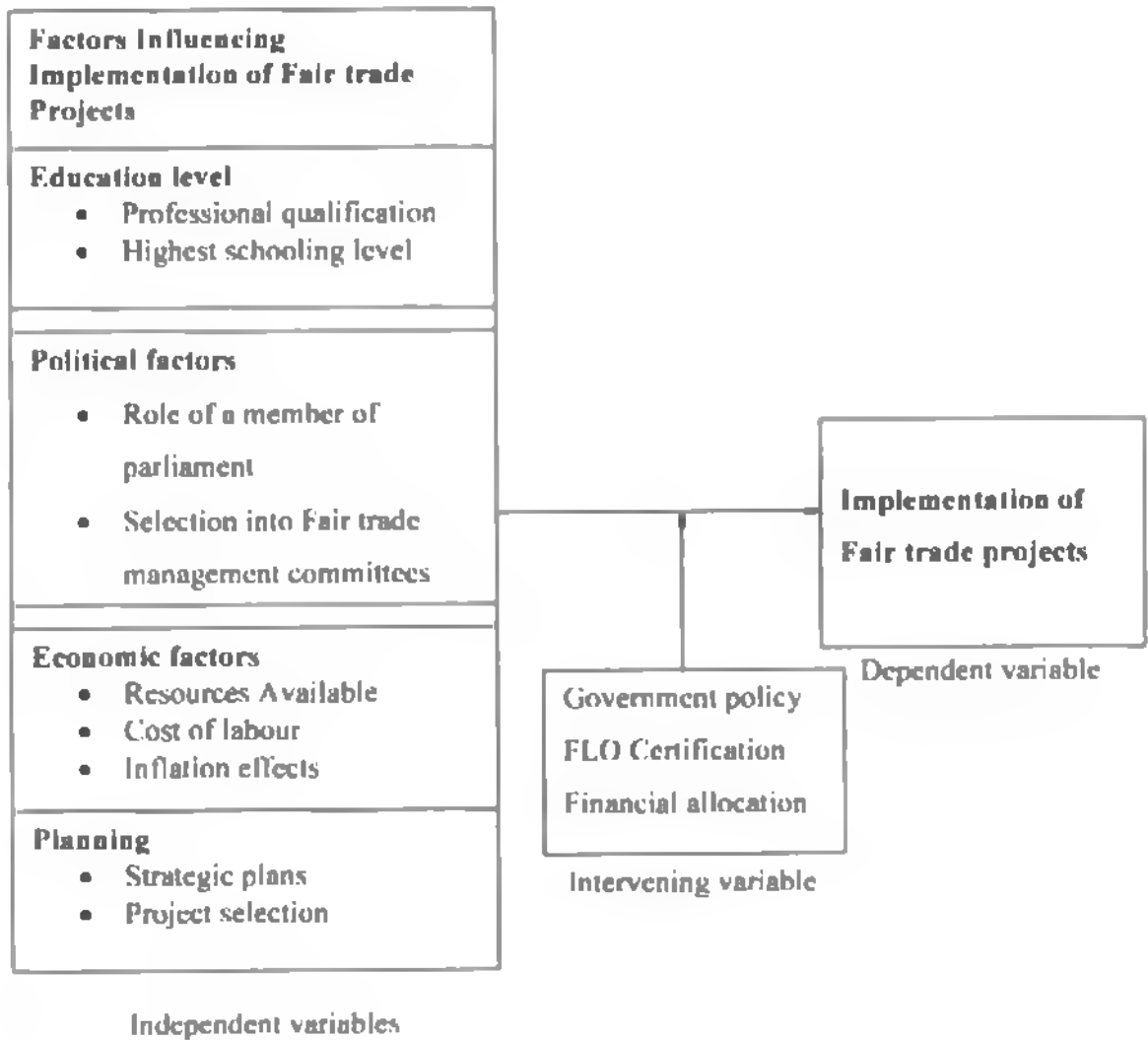
The key to a successful project is in the planning. Creating a project plan is the first thing that should be done when undertaking any kind of project. Often project planning is ignored in favor of getting on with the work. However, many people fail to realize the value of a project plan in saving time, money and many problems (Saleemi, 2007). The first step in planning is identification of project goals. A project is successful when the needs of the stakeholders have been met. A stakeholder is anybody directly or indirectly impacted by the project. As a first step it is important to identify the stakeholders in your project. It is not always easy to identify the stakeholders of a project, particularly those impacted indirectly. Examples of stakeholders include the project sponsor plus the customer who receives the deliverables. The users of the project outputs and the project manager and project team

Establishing stakeholder needs by conducting stakeholder interviews enables identification of true needs that create real benefits (Saleemi, 2007); they are recorded and set as a high priority. This way it is easy to know when a goal has been achieved. Once established a clear set of goals should be recorded in the project plan as it is useful to include the needs and expectations of your stakeholders. This is the most difficult part of the planning process completed. Project deliverables are things the project needs to deliver in order to meet the set goals. The deliverables need to be added to the project plan with an estimated delivery date. More accurate delivery dates established during the scheduling phase.

2.10 Conceptual framework

For the purpose of this study, a conceptual model shown below outlines independent, dependent, and intervening variables related to the factors influencing implementation of Fair trade projects in Imenti tea factory.

Figure 2.3: The conceptual framework



The Fair trade projects are implemented as per the guidelines on the FLO CER1 2006 which sets the benchmarks through which the achievements can be measured and are called intervening factors. Other factors (independent variables) which in this case are referred to as 'factors' interact with the intervening variables and influence the achievement level in the implementation of Fair trade projects.

Factors that influence implementation of Fair trade projects were studied in this research. The factors that influence implementation included political issues such as the role of a councilor in the region and the selection of individuals into various committees involved in premium management. Economic issues that included resources available, the cost of labour and inflation effects were also considered. The professional qualification and the level of education ranging from primary to university education and management skills available were also considered as indicators whilst analyzing the education level of respondents. This aimed at determining the influence education levels play into implementation of Fair trade projects. Planning involved determining the availability of strategic plans and prioritizing of projects to implement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The aim of this research was to identify the factors influencing the implementation of Fair trade projects in Imenti Tea Factory. The research design, target population, sample and sampling techniques, research instruments, data collection methods and data analysis procedures are covered in this chapter.

3.2 Research Design

A research design is a blueprint that enables one to come up with answers to problems and acts as a guide in various stages of the research. (Burns, & Bush, 2000). Descriptive survey design was used in this study aiming at investigating the factors facing implementation of Fair trade projects. According to Churchill (1999), descriptive research studies describe the characteristics of a particular group. Information gathering from Fair trade premium and project committee and beneficiaries about their knowledge, attitudes and practices towards project implementation were carried out. A descriptive research describes the state of affairs as they exist (Kombo, & Tromp, 2006).

3.3 Target population

A Population is the total collection of elements about which we wish to make some inferences (Mugenda, & Mugenda, 2003). A population entails all the cases or individuals

that fit specifically for being sources of the data required in addressing the research problem.

Currently, the factory serves 5189 growers with a potential area of 1251 Hectares of land. There are six zones served by the factory namely, Mikumbunc north, Mikumbunc south, Upper uruku, lower uruku, upper kathera and lower kathera. The premium management committee is comprised of nine members.

3.4 Sample size and Sampling technique

For descriptive studies, 10% or above of the accessible population is enough for the study, Mugenda and Mugenda (1999). Out of the six zones served by the factory, three zones were randomly selected. Fisher (1992) recommends 50% of the target population in social research. Stratified random sampling was then used and 10% of the population was accrued from the three zones.

Table 3. 1: Response return rate of respondents

Respondents	Target	Response return frequency
Farmers	233	187
Premium management committee	9	8
Opinion leaders	5	5
Total	247	200

All the nine members of the premium management committee were involved in order to get a real grasp of the implementation challenges. Five key opinion leaders in the region that is the area Chief, Councilor, three local church elders were also interviewed. The study therefore had a total of 200 respondents.

3.5 Methods of data collection

Primary data collection method was used in this study. The data collection involved gathering both numeric information as well as text information so that both quantitative and qualitative information was accrued. Descriptive data was collected through a questionnaire developed by the researcher, and the researcher had no control over the variables, only what had happened or was happening was be reported (Gay, 1981). A questionnaire was used to obtain a holistic view of the total research situation. Face to face interview with members of the Premium management committee and also some beneficiaries was done. The interview technique is flexible and adaptable as it involves direct interaction between individuals (McMillan, & Schumacher, 2001). This method was fit for the study because some respondents lacked the capacity to respond to questionnaires.

An observation was used to describe the data that is collected, regardless of the technique employed in the study (Chandran, 2004). All techniques of gathering data therefore involved observation of some kind. The physical existence of projects funded by the Fair trade premiums, the workmanship or quality, completion stage (level) as per the project

cycle and other observable characteristics of the projects . The observation schedule was designed to capture the relevant aspects as per the study objectives. The project category, specifications and institution were noted. The zone where the project is located and the stage of implementation was also observed and remarks on challenges seen also recorded. Questionnaires are more appropriate when addressing sensitive issues Babbie, (1989), especially when the study offers anonymity to avoid reluctance or deviation from respondents like in the premium and project management committee's in this case. The questionnaires can use statements or questions, but in all cases the subject is responding to something written for specific purpose (Cooper, & Schindler, 2003). In this study, two questionnaires were used. The first questionnaire targeted the premium committee members, the second targeted all the community leaders and beneficiaries of the projects.

3.5.1 Instrument validity

Validity is concerned with the idea that the research design fully addresses the research questions and objectives the researcher is trying to answer and achieve (Kirk, & Miller, 1986). According to Patton (2002) researcher should be concerned about validity while designing a study, analyzing results and judging the quality of the study. White (2002) emphasizes the need to build the research design on the concept of validity. According to McMillan and Schumacher, (2001) it is highly recommended that researchers conduct a pilot test of their questionnaire and other instruments before using them in studies. It is therefore necessary to locate a sample of subjects with characteristics similar to those that are used in the study. In this study, piloting was carried out on beneficiaries of Fair trade

projects, from zones not selected for the study. After analysis of the pilot study, questionnaires were readjusted. Irrelevant questions were also discarded and replaced with more useful and logical ones which needed to elicit the required responses. The questionnaire was fine tuned for objectivity and clarity. Instrument validity was also ensured through the expert advice of my supervisor and colleagues in the research field.

3.5.2 Instrument reliability

Reliability is a measure of the degree to which a research instrument yields consistent results on data after repeated trials (Mugenda, & Mugenda, 1999). A reliable instrument produces consistent results when used more than once to collect data from the sample randomly drawn from the sample population (Denscombe, 1998). To test the reliability of the instrument the researcher used split-half technique. The research instrument was split into two subtests one consisting of odd numbered items/questions and other made of all even numbered items. The score of all the odd-numbered and even numbered items of the responses in the pilot study were computed separately. The odd numbered scores for all items were then correlated with the even numbered scores using the spearman prophecy formula. A correlation of 0.75 and above was accepted. The spearman-Brown prophecy formula (Spearman, & Brown, 1910) was used to obtain the reliability of the entire instrument in which:

$Re = 2r/1+r$ where Re = reliability co-efficient R = relationship.

3.6 Data collection procedure

The researcher first obtained a letter of introduction from the University of Nairobi.

Thereafter a research permit was sought and issued by the factory management. After obtaining the permit the researcher then reported to the Fair trade officers' office at Imceni tea Factory for clearance and necessary information at the level. Questionnaires were then used to gather data from the respondents. Respondents not able to read were taken through the questionnaire and their responses recorded appropriately. The researcher observed the projects and interacted with the stakeholders while recording relevant information in the observation schedule.

3.7 Data Analysis

Once data was collected, instrument completeness, accuracy and uniformity were checked. Data collected was stored in excel spreadsheets and assembled in a concise and logical order for descriptive analysis. This is the process of assigning numerals or other symbols to answers so that responses can be put into a limited number of categories or classes (Kothari, 2004). The purpose of the coding would be classifying the answer to a question into meaningful categories so as to bring out their essential pattern. Descriptive statistics (frequencies and percentages) were used to extract information for analysis of close ended questions. Statistical package for social sciences (SPSS). Version 10.0 programme was also used and summaries developed were expressed in tables. The research findings were presented in tables, alongside background information and the discussions and conclusions were drawn from the results.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter entails the, analysis, interpretation, presentation and discussion of data. The data is analyzed regarding general information (including gender, age and education levels), professional qualification (Impact of premiums to the society, existence of mechanisms for sustainability of the funded projects, factors influencing implementation of Fair trade projects, and suggested measures to address the challenges faced while implementing these projects. The aim of this chapter is to present the results of the procedures described in the methods. Data presentation has been done by use of tables.

4.2 Response return rate

A total of 200 respondents filled the questionnaires representing a response rate of 80.9% of the target population. Higher response rates assure more accurate survey results (Babbie 1990). This high response rate was achieved because the researcher followed up on all the questionnaires and guided some of the respondents who had difficulties reading the questionnaire.

4.3 Demographic Information of the respondents

Information on the gender, Age and knowledge of Fair trade existence and its operations by the respondents has been analyzed.

4. 1: Gender of the respondents

Gender	Frequency	Percentage (%)
Male	157	78.5
Female	43	21.5
Total	200	100

Of the respondents, 78.5% were males while 21.5% were females. This is clear evidence that a small percentage of women are involved in the affairs that concern the Fair trade funded projects. Fair trade guidelines stipulate that there should be an equal distribution of the management positions amongst all gender. This has been achieved in the premium management committee since half of the persons in the premium management committee were selected from across the gender divide. It was however not equally representative when it came to the beneficiaries, this is because fewer women availed themselves into the Fair trade developmental committee meetings.

Table 4.2: Age of the respondents

Age	Frequency	Percentage
20-29 Years	15	7.5
30-39 Years	39	19.5
40-49 Years	73	36.5
>50 Years	73	36.5
Total	200	100

From table 4.2.3 above, the age of the respondents indicated that 73% of the respondents were aged 40 years and above and only 27% had less than 39 years. This is a clear indication that young people are not actively involved in the implementation of Fair trade

projects. This can be attributed to the fact that they may be on the school attending bracket and would therefore not be directly involved in Fair trade project implementation. It is however of much significance to incorporate such youth because with the current free primary education ran by the government, they have higher education levels and hence more innovative ideas can also be sought from the youth and this ensures there is a multi dimensional development of the region.

Table 4.3: Education level of the respondents

Education level	Frequency	Percentage
Primary level	75	37.5
Secondary level	47	47.0
Certificate	17	8.5
Diploma	6	3.0
University degree	8	4.0
Total	200	100

The education level of most of the respondents ranged from a majority having achieved secondary school education at 47% whilst the minority of 3% had reached up to a diploma level. With lack of good academic qualification among majority, implementation of Fair trade projects becomes a big challenge. Because there are no direct measures for 'skills,' indicators of educational attainment have typically been used as a proxy measure, with educational attainment being measured either as years of schooling or as highest level of education completed, ranging from less than high school to having one or more university degrees. However, these indirect indicators cannot distinguish between the acquisitions of specific knowledge required in the management of Fair trade projects versus general

literacy skills. It is therefore expected that the implementation of Fair trade can be enhanced by increasing capacity building of the farmers.

Table 4.4: Profession of the respondents

Profession	Frequency	Percentage
PI Teacher	43	37.5
S1/Diploma Teacher	11	47.0
Graduate Teacher	34	8.5
Technician	53	3.0
Engineer	3	4.0
Others	2	1.0
None	54	27.0
Total	200	100

In terms of professional qualification, 72% of the respondents had at least professional qualification with only a small percentage of 27% without any professional qualification. Despite this small percentage, it is necessary to have qualified professionals managing the affairs of Fair trade projects. Vital professions like in the field of engineering, planning and community development were necessary in the management of the Fair trade projects but were evidently lacking. This factor greatly affected the implementation process. It was noted by 65 percent of the respondents that despite calling for education seminars to enlighten the farmers on operations of Fair trade, majority of them found it difficult to comprehend the proceedings in development meetings. Secondly, selection of premium representatives was pegged on education level. This greatly influenced implementation since most of the farmers did not have the post secondary education certificate required. A total of 84.5 percent of the respondents had not attained post-secondary education.

Education level was also cited as a factor influencing implementation in hiring of professional expertise that was not readily available in the locality.

Table 4.5: Knowledge of Fair trade existence

Knowledge	Frequency	Percentage
Yes	196	98.0
No	2	1.0
Not Sure	2	1.0
Total	200	100.0

Knowledge of the existence of Fair trade projects by respondents was quite high with 98% of the respondents saying that they were aware that such projects were present. From the information above, it was very positive to realize that 98 percent of the respondents were aware of the Fair trade projects and would hence enable identification of factors influencing implementation of Fair trade projects. A minority of 1 percent were not aware of such projects in the locality. This was a clear indication that the community was aware of the projects and actually owned them. When communities are involved in planning of their activities, it is possible for them to own such projects and hence project sustainability is achieved. Mwangwabi (2008) notes that communities at the grassroots own a development project from planning through implementation phase to project completion when they are involved in the prioritizing process.

Table 4.6: Association of the respondents with the Fair trade projects

Association	Frequency	Percentage
Committee member	37	18.5
Community elder	33	16.5
Farmer	87	43.5
Beneficiary	41	20.5
Administration	2	1.0
Total	200	100

It was also evident that farmers were more involved in the affairs of Fair trade than other groups at 43.5% while the beneficiaries were second at 20.5%. The committee members who represented the farmers in premium management stood at 18.5%. Administrative relations with the projects were evidenced as totally dismal at 1%. This is a lame indication of possible challenges since management and especially expertise required is vital in successful project implementation.

Table 4.7: Other Positions held by respondents in the society

Other held positions	Frequency	Percentage
Church leader	81	40.5
Chief	10	0.5
Councilor	2	1.0
Opinion leader	48	24.0
None	59	29.5
Total	200	100

4.4 Factors influencing Implementation

It is undeniable that the Fair trade projects have had a positive impact (66.5%) to the community through the development of physical facilities especially in schools and development of roads and bridges. This has in turn contributed immensely to the growth of

the region with other monies received from the central government being used in development of other sections of the community.

Table 4.8: Opinion of the community members of Fair trade projects addressing the needs of the community.

Addressing community needs	Frequency	Percentage
Yes	133	66.5
No	47	23.5
Not Sure	20	10.0
Total	200	100

Despite the positive impact evidenced on the lives of the community, there were various factors influencing implementation of Fair trade projects. 59.5 percent of the respondents felt that there were numerous factors influencing implementation of Fair trade projects.

Table 4.9 Problems in Fair trade project implementation

Response	Frequency	Percentage
Yes	119	59.5
No	44	22.0
I don't Know	37	18.5
Total	200	100

From the data above, it was clearly evident that the Fair trade project implementation phase was faced by various challenges 59.5 percent of the respondents felt that there were problems that needed to be addressed while 18.5 percent of the population did not know if there were any implementation problems evidenced.

Table 4.10 Factors influencing implementation of Fair trade projects

Factors	Frequency	Percentage
Political	134	70.1
Planning	132	66.0
Education level	130	65.0
Economic	88	44.0
Total	200	100

From the results above, it was evident that 70% of the respondents felt that the political issues surrounding the implementation of the projects were greatly hindering implementation process while poor planning mechanisms were second with 66% of the respondents feeling that it was a challenge. Economic issues surrounding implementation of Fair trade projects were also cited as challenges by 44% of the respondents.

4.5 Levels of education

The level of education was cited by respondents to highly influence implementation of Fair trade projects. Communities can drive the development process themselves by identifying and mobilizing existing (but often unrecognized) assets, thereby responding to and creating local economic opportunity. Such unrealized resources include not only personal attributes and skills, but also the education levels among people that fuel local associations and informal networks.

4.6 Political patronage

Management of the Fair trade premiums, like all other community projects face political interference. It was highly noted by the respondents that the prioritization of projects was highly marred by political interference (70 percent) with the respondents complaining of segregation of the community into various religious groupings. Project identification was also characterized by high levels of politicization of the project location. Individuals in various zones preferred to have the projects in their neighborhood and this greatly affected the decision as to whether project continuation was essential in the subsequent financial year.

4.7 Economic Factors

This factor influenced implementation of fair trade projects and was cited as one of the major challenge accounting for incomplete projects. All of the premium management committee complained of insufficient funds that made the implementation process very difficult. The premium management committee was for instance charged with a duty of monitoring and evaluating the projects' progress without any reimbursement of management costs they incur. Persistent inflation, lack of a laid down tendering and procurement strategy were also impediments to the implementation process. Multi-tasking was also evident and influenced the implementation process. Many projects were implemented con-currently and this lead to unforeseen delay in implementation. Changing priorities also increased the multi-tasking problems even more. According to Gray &

Larson (2008), Multi-tasking is more evident in organizations that have too many projects for the resources they command and thus need proper planning to avoid project failure.

4.8 Planning

Results from this study indicate that more than half of the respondents (74%) were consulted before initiation of the project. The respondents however felt that their contributions on priority projects were not immediately considered. There was a recurring tendency by the premium committee to post pone the communities' selection with a promise of looking at their issues in the next premium allocation year. Creative minds always propose more projects than there are resources. The key factor is selecting from the many proposals those projects that make the largest and most balanced contribution to the objectives and strategies of premiums. This means prioritizing projects so that scarce resources are allocated to the right projects (Gray, & Larson, 2008).

4.9 Analysis of the Observation Schedule

Of the five projects observed in the study, three of the projects involved enhancement of the schools, where in two schools, a kitchen and student dining halls were constructed. The other projects involved installation of a computer laboratory in one of the schools and the last project involved construction of a footbridge in one of the zones. Remarks made on the projects implementation indicated that the premiums were intensely utilized in the development of learning institutions. No projects' specifications were outlined in any of the projects. There were several projects that were left as white elephants in the area and successful completion was pegged on the next financial year allotment.

4.10 Discussion

Various concrete benefits have been accrued from the Fair trade system. In 2005, over 1 million small scale producers in 58 developing countries who included the continents like Africa, Asia and Latin America benefited. Five million others were positively affected. (Redfern, & Snedker, 2002). This strategy of community development has however been faced by numerous challenges.

The implications posed by poor planning as a factor include stalled projects that stakeholders and management lose interest in whilst implementing the project. According to Mwangwabi (2008), identifying priority projects is essential and communities should have set out criteria for identifying projects and evaluating proposals in the planning stage. Ability to prioritize projects that actually benefit the community by enables swift implementation (Garza & Kidambi, 2007). Sustainable development, by definition, requires medium and long-term planning and as such poses a significant problem for those who want to quick fix strategies (Saffold, 2005).

The extent of political patronage was highly evident as a factor in the implementation process. Politics led to selection of projects farmers did not deem fit for themselves. As a result, resource sharing amongst projects funded by premiums was dismal while monitoring and evaluation of the projects was left to the factory management. Sustainability of such projects was on the brink once the premiums were withdrawn because the society did not own the projects. According Garza and Kidambi (2007)

politics can play a role in project selection but also in the aspirations behind the project. Such aspirations may not represent the real wish of the community and therefore stakeholder analysis and democracy should be used to decide on such projects.

Low levels of education were also evidenced major reasons influencing implementation. It was evidenced that the various positions held by the committee members were not pegged on education level. This in itself is a major setback since available funds are initially used to enlighten the community and not to immediately embark on the projects. In today's technologically-based economy, human capital, that is, in education and skills is three times as important to economic growth over the long run as compared to investment in physical capital (Garza & Kidambi, 2007). Illiteracy is therefore a major setback in project implementation. This is because contributions made by individuals to growth depends on their human capital- the knowledge, skills, competencies and other attributes that are relevant to economic activity. Developing skills and knowledge of the labour force is regarded as a key strategy for promoting national economic growth and especially for community based projects.

Economic factors present in the implementation of Fair trade projects included lack of transparency and accountability in project implementation. Lack of transparency and accountability opens avenues for corruption and misappropriation of funds leading to stalled projects or poorly implemented projects. According to Garza and Kidambi (2007), participatory funds should allow room for the locals to access information pertaining to

their monies and projection of their finances is essential in project implementation. Multitasking and especially resource multitasking should be well planned for. This is because they cause unforeseen delay in project implementation.

Table 4.11: Various areas that can be improved in the implementation of Fair trade projects.

Challenge	Frequency	Percentage
Political	36	18.8
Planning	15	7.9
Education level	35	18.3
Economic	31	16.2
Cultural	2	1.0
Personnel	6	3.1
Planning	15	7.9
Poverty	10	0.5
None	65	34.0
Total	200	100

It is clearly evident from the results above that Economic, political and Literacy factors took the centre stage in the challenges witnessed and the respondents felt that these were areas that could be improved in the implementation process.

4.11. Suggestions on how address factors influencing implementation of Fair trade projects.

Various suggestions were made by the respondents on how to address the implementation challenges. They included the following but were not limited to them.

1. Educating community on policies of Fair trade and training the community leaders, premium committee and project committee on how to manage premiums. 18.3percent of the respondents felt that this was necessary.
2. Monitoring of the projects by the factory should be emphasized so that all projects meet the set standards. 16.2 percent of respondents also felt that by also ensuring that they are constantly checking and monitoring as project carries on would reduce the implementation challenges.
3. Allowing the premiums to be distributed fairly. Alternating projects so that the targeted beneficiary do actually benefit (0.5 %).
4. Proper planning of available monies before starting a project and completion of a project before another is started and ensuring projects commence early in the financial year to avoid rushing to produce half baked projects. 7.9 percent response rate from respondents cited this strategy as useful in eliminating implementation challenges.
5. Paying the project committee members the administrative costs they incur while constantly monitoring projects. This implementation improvement strategy was deemed essential by 16.2 percent of the respondents.
6. Ensuring there is adequate personnel in the project implementation phase 3.1 Percent of the respondents felt that this was necessary.
7. Allowing for transparency and accountability especially while tendering materials and expertise for the implementation phase (16.2 %).

8. Prioritization of projects as per the needs of the community at 1 percent response rate should be done and allocation of adequate funds to ensure completion of identified projects at 16.2 percent.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusion and recommendations from a study that sought to establish the factors influencing implementation of Fair trade Projects: A case of Imenti tea factory.

5.2 Summary of the findings

This study was guided by research objectives which sought to establish the factors influencing implementation of Fair trade projects.

From the various factors analyzed above, it is important to note that planning, politics, economic factors and education levels influence implementation of Fair trade projects. When planning is adequately considered in project initiation, hardships that come up in the implementation phase are adequately addressed. All key stakeholders are consequently consulted and their opinions used in development of sustainable projects. Ensuring democracy prevails and a strict adherence to the set guidelines by the FLO-CER1 2006 ensures that the projects are not politicized. This however should come in handy with enhanced education of all involved stakeholders in the implementation process. When people are adequately informed of the processes and systems governing them, there is a reduction in the resource and responsibility conflicts.

The research established that there were numerous factors influencing implementation of Fair trade projects. Amongst these factors included Political patronage, Lack of transparency and accountability, inadequate funds, low levels of education, and poor planning mechanisms especially in identifying priority projects.

5.2.2 Strategies on how to address the factors witnessed

Depoliticizing the Fair trade projects. This is by ensuring fair and equitable distribution of the premiums across and within the zones. Secondly, involving communities/ beneficiaries in the process of prioritizing the projects to be funded should be done. This enables transparency on the management of Fair trade projects and Instills professionalism in all areas of operation of the Fair trade premiums.

Disbursing the funds to the project promptly is also tied to successful implementation. As a strategy, this should come hand in hand with regular monitoring and evaluation of the projects funded by the premiums.

Intensive training on capacity building to all individuals who are involved in premium management and especially the institutional heads and project committees should be done regularly and lastly, the allocation of premiums should be determined by the poverty index across the zones. This will help in combating poverty and control regional imbalance in development.

5.3 Conclusions

Fair trade projects are meant to benefit the farmers and improve their livelihood. For it to achieve its intended goal and be more effective, it needs to address challenges in the

implementation of projects. Strategic planning by the organizations should be collaborated with the budget, schedules, work plans and the general management by individual project committees to enhance effective implementation of project.

Fair trade guidelines should be reviewed to allow for improved funds allocation criteria that promote accountability and transparency, improves capacity to identify viable projects, improves the staff's technical and managerial capacity, improves financial control, and redefines specific roles and responsibilities of key players for effective coordination and management of the premiums.

5.4 Recommendations

The following recommendations are made in the light of the response from the respondents and in view of the research findings.

1. The premium management should develop a strategic plan. This will keep committees at every level focused and will ensure new projects are not started before ongoing ones are complete.
2. Communities and project beneficiaries should be empowered to identify their own projects as per their needs and aspirations. This will discourage projects being imposed on people hence ensuring participation, ownership and sustainability.
3. Capacity building needs to be enhanced among the premium management committees, project management committees, communities and beneficiaries. This will create awareness across the board hence making the premiums a more

effective vehicle for community development. Capacity building also enables communities to identify projects that are beneficial to them.

4. Transparency and accountability needs to be done in each and every level of project implementation. This ensures that communities are kept abreast with on goings of the premiums and reduces chances of misappropriation of premiums.
5. Participation of the youths in the affairs of Fair trade needs to be enhanced. This is because they form a bigger proportion of the elite in the community. Their opinions and suggestions are therefore vital and ensure wholesomeness in addressing all needs of a diverse community.
6. Poverty index across and within the zones needs to be addressed to avoid regional imbalance in development. Strategies to ensure a project suitably addresses the needs of the whole community at large should be done whilst reducing over emphasis in development of one particular zone or region in a zone.

5.5 Areas of further research

1. Further detailed research is required to look at the impact of premiums to the communities and beneficiaries. It is necessary to establish whether there has been a significant impact of the premiums on the community since inception in the year 2007.
2. Assessment of the optimal staffing levels and capacity needs for effective implementation of fair-trade projects.

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APPENDICES

Appendix I: Letter of Transmittal

MUNENE WINNIE KANANA

UNIVERSITY OF NAIROBI

DATE.....

RE: LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

This is to inform you that I am undertaking a research study leading to Master of Arts in project planning and management at the University of Nairobi.

This study is on the challenges facing implementation of Fair trade projects in Imenti tea factory. When the study is successfully completed, the findings will enable the Factory management and premium management committee to come up with the 'best practices' that will ensure good return to investment and also provide tangible benefits to the community. Your input is therefore very important in determining the success of the study. Attached, please find a questionnaire that requires you to provide information by answering questions honestly and objectively. You are not required to record your name anywhere and the information provided will be treated with utmost confidence.

Please attend to this subject urgently as the answered questionnaire will be needed by the undersigned one week after the date of receipt of the same.

Thank you.

MUNENE WINNIE KANANA

0725607452

Appendix ii: Questionnaires for the Premium Management Committee Members.

Please respond to each item by either putting a tick next to the response applicable or as you deem necessary

SECTION A BACKGROUND INFORMATION

1. What is your gender?

Male

Female

2. What is your position in the Committee?

Chairperson

Secretary

Ex-official

Any other specify.....

3. What is your age?

Under 20 years

20-29 years

30-39 years

40-49 years

Over 50 years

4. What is the academic qualification?

Primary level

Secondary 'O' level

Certificate level

Diploma

University degree

Others Specify.....

5. What is your highest professional qualification?

Teaching: PI

SI/ Diploma

Graduate

Technical: Technician

Engineer

Any other Specify.....

8. Have you been trained or inducted on how to manage the premiums after your appointment?

Yes

No

If yes, explain how relevant it was relevant to premium management?

.....
.....

SECTION B - STAFF OPERATIONS

1. Do you feel that the staff members have the required expertise to manage their duties?

Yes

No

Not sure

3. Do you have any strategic plan?

Yes

No

Not sure

If yes, how long does it take?

6months- 1 year

1-3 years

3-5 years

4. Do you have a work plan to guide your staff?

Yes

No

Not sure

If yes, how long does it take?

Monthly

Quarterly

Annual

SECTION C: PREMIUM ALLOCATION PROCEDURES

1. Do you use any procedures when allocating the funds to projects?

Yes

No

Not sure

If yes, please name them.....

2. In your opinion, are the premium funds allocated fairly?

Yes

No

Not sure

If no, what could be the problem?

No consideration of project proposals

Prioritizing not done

Any other reason

Specify.....

3. Are the stakeholders and beneficiaries adequately consulted when identifying the priority projects?

Yes

No

Not sure

5. Do you feel that apart from the FLO- CERT mandate, there are other forces used in determining the Fair trade projects choice in the locality?

Yes

No

Not sure

6. If yes, which are these forces?

Politicians

Church

Provincial administration

Any other Specify.....

7. Do you ensure that ongoing projects are complete before new ones are started?

Yes

No

Not sure

8. Do you ensure that the allocation is equitably distributed across the six zones?

Yes

No

Not sure

SECTION D IMPLEMENTATION CHALLENGES

1. Do you have a programme to train project committees and other stakeholders on fair trade project implementation?

Yes

No

Not Sure

2. Do you carry out monitoring and evaluation of the premium usage regularly?

Yes

No

Not Sure

4. Are there cases of misappropriation of funds?

Yes

No

Not sure

h) If yes, do you take action?

Yes

No

Not sure specify.....

c) If yes, explain the kind of action you take.....

5. Do you encounter challenges in the implementation of Fair trade projects?

Yes

No

Not sure

b) If yes, tick the appropriate category of challenges

Political

Economic

Planning

Personnel

Literacy levels

Any other Specify.....

6. Do you feel that the implementation of Fair trade projects can be improved?

Yes No Not sure

b) If yes, can you give suggestions?

.....

Appendix III: Questionnaires for Community Leaders/ Beneficiaries of Projects

Please respond to each item by either putting a tick next to the response applicable or as you deem necessary

SECTION A BACKGROUND INFORMATION

1. What is your gender?

Male

Female

2. What is your age?

Under 20 years

20-29 years

30-39 years

40-49 years

Over 50 years

3. What is the highest academic qualification?

Primary level

Secondary 'O' level

Certificate level

Diploma

University degree

Others Specify.....

4. What is your highest professional qualification?

Teaching: P1

S1/ Diploma

Graduate

Technical: Technician

Engineer

Any other Specify.....

SECTION B: PROJECT DETAILS

1. Do you know what Fair trade is?

Yes

No

Not sure

2. Which Fair trade projects are you associated with?

Bridge

Education

Water

Any other Specify.....

3. How are you associated with the project?

Committee member

Community elder

Member

Beneficiary

Any other Specify.....

4. What other position do you hold in the society?

Church leader

Chief

Councilor

Opinion leader

Any other Specify.....

5. Has your opinion been sought before the initiation of the project?

Yes

No

Not sure

6. a) Are there development committee meetings held in your zone to identify priority projects?

Yes

No

Not sure

7. In your opinion, are the Fair trade projects undertaken suitably to address the needs of your community?

Yes

No

Not sure

SECTION C IMPLEMENTATION CHALLENGES

1. Do you feel that the premiums are put into good use?

Yes

No

Not sure

2. Do you think that the factory management is doing enough to monitor the premium usage?

Yes No

Not sure

3. Are there problems encountered during the implementation and management of the premiums?

Yes No Not sure

h) If yes, tick the appropriate category of challenges?

Political

Economic

Cultural

Planning

Personnel

Poverty levels

Literacy levels

Any other Specify.....

5. Do you feel that the implementation of Fair trade can be improved?

Yes

No

Not sure

If yes, can you give suggestions?

.....

.....

.....

Appendix IV: Observation Schedule

No	Project category	Project Specifications	Institution If necessary	Zone	Stage of implementation	Remarks

Appendix v: Premiums earned by Imenti Tea Factory year 2008-2009

Taylor's of Harrogate	222,417.15
Clippers Tea Ltd	2,908,850.50
Thompson I.I.YOD	1,225,547.85
Lah International Kenya Ltd	127,247.00
Cafe direct	2,731,335.70
Finlay beverages Ltd	2,203,159.25
Vanrees Ltd	1,784,546.70
J.F.R Scheiber	50,358.20
Total	11,253,462.35