EFFECTIVENESS OF COMMUNITY BASED INITIATIVES IN PROVIDING YOUTH EMPLOYMENT: A CASE STUDY OF GITHUNGURI DAIRY FARMERS CO-OPERATIVE SOCIETY.

BY

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DECLARATION

This research project is my original work and has not been presented for an award of a
degree or any other award in any university or elsewhere.

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This research project has been submitted with my approval as the university
supervisor.

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Signature ........................................ Date ..........27/11/2012
DEDICATED

I dedicate this study to my father who set the foundation of education in me, my husband Mathew and my daughter Clare.
ACKNOWLEDGEMENTS

Glory and praise to God who has seen me through this study. His steadfast love endures for ever, amen!

I owe my gratitude to all who has supported me all through my study. I am grateful to my supervisor Dr. Gidraph Wairire for the guidance he has given me all through my research. I sincerely appreciate the support and encouragement from my husband Mathew Kinyua and my daughter Clare who have been very kind and patient. I can not forget my brother Boniface for his technical and statistical help offered. Thanks to all my entire family members and friends for the encouragement they accorded me.

Finally, I am grateful to all respondents who made this study a success.
ABBREVIATIONS

AIDS : Acquired Immune Deficiency Syndrome
CIDA : Canadian International Development Agency
ERS : Economic Recovery Strategy
GDFCS : Githunguri Dairy Farmers Co-operative Society
HIV : Human Immunodeficiency Virus
ILO : International Labour Organisation
IRDP : Institute of Rural Development Planning
ITDG : Intermediate Technology Development Group
KARI : Kenya Agricultural Research Institute
KKV : Kazi Kwa Vijana
KYEEI : Kenya Youth Empowerment and Employment Initiative
KYEP : Kenya Youth Empowerment Project
MOYAS : Ministry of Youth Affairs and Sports
NGO : Non-Governmental Organisation
PRA : Participatory Rural Appraisal
SPSS : Statistical Package of Social Science
UNDP : United Nation Developmental Program
USAID : United States Agency International Development
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Youth unemployment has become a major challenge in the 21st Century. The Sub-Saharan Africa is one of the regions highly affected by youth unemployment. It is estimated to be more than 21% (ILO, 2003). In Kenya, youth unemployment is a serious development issue. It is estimated that 60% of the total population is less than 35yrs and an estimated 64% of unemployed Kenyans are youth (MOYAS, 2009). Despite formulation and implementation of various policy interventions; creation of adequate, productive and sustainable employment continues to be one of the greatest challenges in Kenya.

Community-based initiatives are also involved in the support of the community in different areas and capacities (UNPD, 2010). It is in this background that this study assessed the role of community based initiatives in addressing youth unemployment. Specifically, the study focused on Githunguri Dairy Farmer's Cooperative Society as a community based initiative. Its aim was to evaluate the impact that the Cooperative has had on the livelihood of youth in Githunguri District in terms of job opportunities created and the resultant benefits for the youth in the community.

The target population of this study was the youth who have benefited directly or indirectly from the establishment of GDFCS in Githunguri District. The study used a sample size of 126 respondents. Questionnaire was used as the principle tool for collecting data from the respondents. In addition, focus group discussion and key informants in-depth interview were used to supplement the study findings. Raw data from the field was analysed using the Statistical Package of Social Science (SPSS).
addition, qualitative data collected from the key informant in-depth interviews and focused group discussion was analysed using content analysis approach.

From the findings, it is evident that GDFCS has been quite effective in creating different forms of employment for the youth. It is also clear that most of the youth in Githunguri associated to the dairy have been able to provide their basic needs with ease through this association. However, it was noted that various challenges hinder the realization of maximum benefits from GDFCS. Various measures to address these challenges and ways to maximize the benefits have been discussed.
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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study.

Almost 60% of Kenya’s population is aged between 15 to 35 years, with youth comprising 61% of the country’s unemployed (MOYAS, 2009). For many years, the government of Kenya has struggled with the issue of youth unemployment and has formulated strategies such as the National Youth Policy and Poverty eradication plan to address it. The private sector, NGOs and some financial institutions have also been trying to address this issue and have sometimes come up with programmes to address it. For example, Youth Mentorship and Sponsorship Programme of Equity Foundation under Equity Bank, Baobab Project Kenya Youth Entrepreneurship Training and Social Entrepreneurship 101: Africa Program for youth entrepreneurship training in Kibera. However, these strategies have not been effective enough to combat youth unemployment and therefore, the challenge has continued affecting the youth. Government strategies have sometimes remained in paper and in some situations, implementation has been done without proper systems of monitoring and evaluation.

Focus is now shifting to community based initiatives to address not only the youth unemployment but also to improve community livelihoods. Many projects arising from community initiatives have gone ahead to support and strengthen capacities of those communities in different areas (UNPD, 2010). These includes enhancing the capability of community to implement programs in health, agriculture, environment and poverty alleviation, and thus improve their welfare, health status, and standard of living, and through this effort ensure a sustainable system of community development (Community Capacity Building Initiative, 2005).
The countryside in most poor countries is home to large populations that earn their livelihoods out of subsistence agriculture (Gollin, 2009). Increasingly, some of the rural people are seeking better lives in urban areas and trying to escape the misery of abject poverty and under-development back home. In Kenya, the youth are facing the brunt of this shift, with unemployment growing disproportionately among youth and income levels declining; this situation is exacerbated as youth become an increasing portion of the population in many countries (Waddel, 2001).

However, when these communities come together and start an income generating project or to address other issues such as health care, they can improve their livelihoods. This is achieved through building a strong local community capacity to improve household income. It is in this line that Githunguri Dairy Farmers Co-operative Society was started by the local community in Githunguri District, Kiambu County, in Central Province. Githunguri Dairy was registered in August 1961 with a membership of 31. Currently, the cooperative has grown tremendously to 17,000 registered members, annual turnover of Kshs 3 billion and an average of 170,000 litres of milk per day (Nthiga, 2010). The collection centres have also increased to over 58 and has store outlets spread in the catchment area for provision of dairy farm inputs and household consumables to members on credit (Githunguri Dairies, 2012). This growth has emanated from a proactive response to be successful in pursuit of significant growth in a rapidly changing economic, social and political environment. In return, many household have benefited. In July 2004, the society commissioned its own milk processing plant and was able to access wide market through value addition and wide range of dairy products. This was enabled by the effort of the members to contribute Kshs 1 for every litre of milk delivered to the Co-operative Society. The investment has resulted in many youth
being employed either directly in the dairy processing plant, milk collection and delivery centres or in their households where they are involved in dairy cattle rearing.

To a large extent, GDFCS community project has seen Githunguri community grow from poverty to a more economically independent community. It is worth noting the change which occurred to a community which initially, only carried out subsistence farming with fewer dairy cattle with low production, with the only available market for the produce being the neighbors who could buy milk for subsistence. The formation of the farmers' movement in 1961 assisted in collecting and selling raw milk to the only market then; which was Githunguri and Ruiru towns, until 1965 when they marketed to Kenya Cooperative Creameries (Nthiga, 2010).

At this time only a few of community members practiced dairy farming, the youth in particular were left out in this activity due to unavailability of land. The Kenya Cooperative creameries could only employ a small number of staff and therefore, could not be relied on in creation of youth employment. As a result, many youth were left to idle about in the streets and villages of Githunguri which was a situation different from the one you note today. The large number of youth that you note today in most parts of Githunguri District either delivering milk to buying centers or transporting dairy cattle feeds is an indication that a good number of youth are involved in dairy farming.

Community based initiatives have been seen in other areas where people come together or are brought together mostly by non-governmental organizations, and sometimes by financial institutions and private bodies. In Kenya for example, such efforts have been noted mostly in women groups where they come together, mobilize resources and start self help projects
relevant to their needs. For example, in Githunguri District, Kiratina location, women groups have build water storage tanks for their members with the assistance of Sustainable Agricultural Community Development Programme (SACDEP). Financial institutions, for example, Equity Bank, is working with youth groups and giving them some financial support in form of credit for the development of their enterprises. Other examples include Fishery Farmers Association which is a newly formed group consisting of fish farmers assisted by the Kenya Economic Stimulus Programme. The group was formed to assist members in easier marketing of their products. Another example is the Dairy Goat Farmers Association registered with the Social Services Department, where members are assisted to source for high breed dairy goats, marketing of products and are then linked to the Kenya Dairy Goat Association. All these projects are initiated for the benefit of the community through people’s participation in both decision making and project implementation.

Elsewhere, communities come together and mobilize resources in order to effectively deal with poverty. However, these initiatives and others not mentioned here have not fully met their objectives due to various shortcomings. It is therefore of great importance that research on community based initiatives is effected to find out how these efforts can be sustained.

1.2 Statement of the Problem
Youth in Kenya face serious challenges, such as high rates of unemployment and under-employment. The overall unemployment rate for youth is double the adult average, at about 21 percent (KKV Manual, 2010). Statistics on joblessness suggest that the magnitude of the unemployment problem is larger for youth, with 38 percent of youth neither in school nor work. At independence in 1963, the Kenya government identified poverty and unemployment as the twin challenges facing the country. More than forty seven years later, and despite
numerous policy efforts, poverty and unemployment continues to afflict many Kenyans. Millions of Kenyans especially youth and women are unemployed, underemployed or are in the swelling ranks of the working poor.

The Kenya National Youth Policy recognizes that the youth are a key resource that can be tapped for the benefit of the whole country. Thus, it endeavours to address issues affecting young people by including broad-based strategies that would provide the youth meaningful opportunities to realize their potential (Kenya National Youth Policy, 2005). Although Kenya government has set up various strategies to address these challenges, which include the set up of Youth Development Fund and the Kazi Kwa Vijana programme among others, the effect of these strategies seems not to be felt by the public or is felt at very low magnitude. It is therefore important that these strategies are reviewed; existing and new strategies should also be implemented in the best way possible for effective results.

The fact that Kenya's economy is currently not doing well means that it is difficult to absorb the growing number of youth who are moving to urban areas in search of jobs. Therefore, most new entrants to the labour force are left with no other option but to choose between working in small scale enterprises and being self employed.

Community initiated projects are said to assist the youth to gain meaningful skills and knowledge (Waddell, 2001). In addition, they mobilize funds for local projects thus impacting positively on the joblessness. When community members come together to address their challenges, it give them an opportunity to participate in defining ways of overcoming them. The community is the best placed in addressing their own problems since they understand their strengths and weaknesses in a better way. Assisting the community u
identify their strengths and weaknesses and allowing them to identify the best strategies of addressing these challenges can be of great value.

In view of unemployment challenges and the various strategies in place, this study explored the field of community based initiatives to find out how effective they can be in addressing youth unemployment. Community based initiatives are said to perform better particularly in disadvantaged areas such as sections of population who are at risk of exclusion or those facing difficult conditions or even those who need to overcome oppression and inequality (Mansuri, 2004). In this case, the youth who are the target group of the study are considered a vulnerable group in Kenya and many other countries in the world. This is because the youth are faced by very many challenges including crime, drugs and substance abuse, alcoholism, HIV-AIDS, under employment and unemployment, sexual abuse, among others. These challenges call for broad intervention that will allow the youth to exercise their right and become active participants in development.

The study focused on Githunguri Dairy Farmers' Co-operative Society which is said to have changed the face of Githunguri District especially in fighting poverty. The good reputation that this project has given Githunguri District and its community including its long serving former chairman Hon. Njoroge Baiya, whose time of service was marked by tremendous changes in the society, push for the need to look at the project's impact on the general livelihood of the youth, its challenges and sustainability.
1.3 Research Objectives

1.3.1 Broad Objective
The overall objective of the study is to assess the direct and indirect impact that Githunguri Dairy Farmers Co-operative Society has had on the total livelihood of youth in Githunguri District.

1.3.2 Specific Objectives

1. To analyse the forms of employment created for the youth since GDFCS evolved as a community project.

2. To assess the impact that the GDFCS community project has on the youth in Githunguri District.

3. To examine the challenges that obstruct maximum realisation of GDFCS goals as a community project with a potential for youth employment in Githunguri District.

4. To establish some measures to improve and sustain the gains derived from GDFCS community project for youth employment.

1.4 Research Questions
The research addresses the following questions:

1. Which are the different forms of employment created for the youth since GDFCS evolved as a community project?

2. What impact has the GDFCS community project had on the youth in Githunguri District?

3. What challenges obstruct the maximum realization of GDFCS goals as a community project with a potential for youth employment in Githunguri District?

4. What measures can we take to improve and sustain the gains derived from GDFCS community project for youth employment?
1.5 Scope and Limitation.

This study focused on Githunguri Dairy Farmers Cooperative Society as a community based initiative and evaluated its social implication especially its impact on the livelihood of the youths in this area in terms of employment. Although it was important to look at the Githunguri Dairy FCS impact on livelihood for all people in Githunguri, the study was limited to the youths who have been employed directly or indirectly in GDFCS or are self-employed as a result of its establishment. Therefore, only those youths who are employed directly in the company, dairy farmers, those in other dairy business, such as dairy animal feeds businesses and those whose daily work is as a result of inception of GDFCS were sampled as respondents. The study also looked at other non-financial benefits which are as a result of the creation of employment. In addition, the study investigated the challenges facing GDFCS which hinders its realization of their intended goals toward youth employment. This was with the aim of establishing measures which can be put in place to improve and sustain the project for the benefit of the youth.

Although youth unemployment is wide-spread in Kenya, the study also was limited to Githunguri District in Kiambu County. It is however important to note that GDFCS serves people in the adjacent Counties, but the scope was limited to Githunguri District.

1.6 Justification of the Study

Crime, violence and poverty which are often seen as signs of unemployment have often been cited as Kenya’s top concern for years. As a result, there is a growing sense of hopelessness about the government inability to address key problems especially youth unemployment. In addition, corruption and lack of proper policy implementation of already existing programmes such as Youth Enterprise Development Fund has made this situation worse.
Therefore, the findings of this study are useful to agencies interested in formulating and implementing youth policies.

Community based initiative approach to community development has been praised to work well for most communities. This approach has seen many communities come together, identify their needs and mobilize resources to address these needs. This approach requires the community to mobilize all resources including resources for the poor and treat the poor as assets rather than burden (UN-HABITAT, 2010). To a large extent, youth are among many communities poorest. Therefore, it was of importance to evaluate the role of community based initiative in tackling youth unemployment.

The establishment of GDFCS is one of the successful stories on community based initiatives. It is said to have uplifted the life of many farmers who could be far below poverty line today. It has enabled many families in Githunguri District educate and feed their children with ease and has also seen the reduction of idlers hence reduced crime incidences in the area. It is therefore important to recognize the effort made by these community members who came together and addressed their needs in an effective way. However, there is need to asses to what extent it has tackled the issue of youth unemployment.
1.7 Definitions of Key Terms

Youth: A person between the age of 18-35 years
Youth employment: The state of youth having work
Community: People living together in a particular area.
Community project: Communally planned activity designed to improve that community welfare.
Community based initiatives: Set of ideas or activities undertaken in a group and brings people of a particular area together
Livelihood: Means of earning in order to live
Entrepreneurship: Ways of making money by starting or running a business.
Effectiveness: State of producing the intended results or desired outcome
Cooperative society: An enterprise formed and owned by people with an aim of working together and profit is shared among them.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, various concepts pertaining youth employment and community based initiatives have been reviewed. In regard to youth employment, programs advocating for youth employment by either the government or other bodies have been reviewed. The study looks at the extent to which issues of youth unemployment have been addressed by the government and other bodies and the challenges they have experienced. Other constraints related to youth employment and their effect on the community development has also been addressed.

In regard to community based initiatives, literature on Githunguri Dairy Farmers Cooperative society as a community based initiative are reviewed. Specifically, its history, the forms of employment which have been created for the youth, the impact that the project has had on the general livelihood of the youth, its challenges and sustainability are discussed. Case studies of other similar community based initiatives are also reviewed.

2.2 Youth Employment

In Kenya, lack of adequate opportunities for employment among the youth is one of the biggest challenges. This has in turn created dependency syndrome, vicious circle of poverty, social evils, economic and political malpractices, and lack of dignity and self esteem among the youth. Kenya government has tried to tackle this challenge through various strategies. For example Kenya poverty reduction strategy paper stated the creation of an additional 3.5 million jobs by 2012. The plan also suggest to take measures on the increasing number of youths by facilitating their training in technical, vocational and entrepreneurial skills in order to equip them with relevant skills to participate fully in productive activities. It also suggest
revitalizing and expanding youth polytechnics in all districts, increasing youth enterprise fund and employing youth in labour intensive road projects and tree planting programmes. (Vision 2030: First medium term plan 2008 – 2012)

Establishment of Ministry of State for Youth Affairs in December 2005, to address the youth concerns is one of the strategies. In turn, the Ministry has introduced strategic plan to address youth concerns especially unemployment. The government under the Ministry of Youth Affairs has organized employment summits. Among them is Youth Employment Summit dubbed “YES Kenya 2006” held from 13-16th September 2006 at Kenyatta International Conference Centre-Nairobi (UNDP, 2007).

Youth employment is also tackled by the National Youth Policy. The National Youth Policy was prepared in a background of a number of challenges facing the youth in Kenya. It identifies youth unemployment as one of the greatest challenges facing the country. According to the policy, about 500,000 youth graduate from various tertiary institutions every year ready to enter the job market. It cites slow economic growth, corruption, nepotism and demand for experience by potential employers as the cause for most of the youth to remain unemployed. The policy therefore addresses this challenge and suggests ways of addressing it. It is from this perspective that programmes such as KKV were initiated.

In addition, the government has partnered with other countries to address employment challenges. In line with this, the Kenya Youth Empowerment and employment Initiative (KYEEI) was launched at the KYEEI Youth Summit in March, 2010, with support from the office of President of the Republic of Kenya and the US Embassy Kenya. KYEEI goals are to prepare youth for the world of work and to facilitate job creation in Kenya (KYEEI, 2010).
came up with a Blueprint to guide the work with five designated Strategic Enterprise areas (SEAs), categories which are believed to have the greatest potential for youth employment. These are Environment, Health sector, Agriculture, Infrastructure and Business and Technology. It also tackles the need to build inclusive partnership that promotes collaboration with all stakeholders in the government, private sector and faith and community based organizations.

The government, with the support of the World Bank, is implementing the Kenya Youth Empowerment Project (KYEP) working under the office of the prime minister. The project main objective is to support the Government of Kenya (GoK) efforts to increase access to youth-targeted temporary employment programs and to improve youth employability. It has three components including labour-intensive works and social services which are meant to support the GoK in reducing the vulnerability of unemployed young women and men by expanding and enhancing the effectiveness of the Kazi Kwa Vijana (KKV) program. The second component is private sector internships and training. This component is meant to improve youth employability, by providing youth with work experience and skills through the creation of internships and relevant training in the formal and informal sector. While the third component is capacity building and policy development whose main objective is to enhance the capacity of the Ministry of Youth Affairs and Sports (MoYAS) to implement the national youth policy and increase the institutional capacity for youth policy planning (World Bank, 2010).

The new constitution of Kenya also states that the state shall take measures, including affirmative action programmes to ensure that the youth access employment (Kenya Constitution, 2010). In addition, the African Youth Charter recognizes that youth are
partners, assets and a prerequisite for sustainable development and for the peace and prosperity of Africa with a unique contribution to make to the present and to future development. It states the right to gainful employment for every young person. It calls upon states parties to take all appropriate measures with a view to achieving full realisation of this right to gainful employment (African Youth Charter, 2006).

Generally, creation of productive and sustainable employment opportunities has presented one of the formidable challenges to the government during the Economic Recovery Strategy (ERS) period. Employment creation fell short of the ERS target of 500,000 jobs per year. Since 2004, the government have not made to achieve this target, for example the jobs created in 2004 were some 16,600 jobs below the target while in 2005, the government realized 41,100 less of the jobs that were expected to be created in that year. In 2006, 469,000 jobs were created, which was some 31,000 jobs below the country’s target (Vision 2030 Medium Term Plan, 2012)

Though the government especially through the Ministry of Youth Affairs have been implementing most of these strategies, the implementation is cumbered with a lot of challenges. These among others include inadequate financial and human resources, improper planning, lack of adequate implementation skills, lack or inadequate monitoring and evaluation of programs, corruption, and unfair distribution of resources. For this reason, the extents to which programs have been implemented are still low and have therefore the strategies have not effectively met the intended goals. The government therefore, need to refocus on the issue of youth employment, promptly evaluate its strategies and embark on the implementation. In addition, it is in order for the government to seek community support in programme implementation for effective sustainability of these programmes. Community
involvement in government programs is either lacking or minimal which could be a contributing factor to unsuccessful programs. This study therefore provides an alternative way of addressing youth unemployment challenge which the government, non governmental organizations and private sectors can embark on and direct their resources to. The study hence aimed at finding out whether community based initiatives such as GDFCS can do better in creation of youth employment.

2.3 Community Initiatives

Community based initiatives calls for community participation into development issues. Community participation is a phrase used in the development literature across the world from the past three decades. The concept can be traced to the liberal theory of progress, equality and democracy. It emerged in 1970s when the third world intellectuals and administrators realised that the growth model of development failed to provide the desired services to the people. L.C Jain points out that the government should facilitate the process of people’s involvement in development activities by creating the right type of institutional infrastructure particularly in rural areas. The World Bank has emerged as the latest advocator of democratic participation from people in formulation of development projects. Its view of people’s participation is attracting some scholars in the third world because of its emphasis on capabilities building of people through effective use of their resources, (Retrieved from http://helloap.com/origins-of-peoples-participation-and-development-policy/ in April, 2012)

Community participation requires the community development workers to work alongside individuals, groups and organisations and challenge the notion that solutions to local problems are found outside communities themselves. They should seek to identify and develop the skills and confidence of local people to address issues they define (Nicole, 2002).
The top-down approach to development has for a long time been used by many governments to address development. However, this type of approach have largely failed to reach and benefit the rural poor and therefore, many governments are looking for alternative approaches to development. Community participation as a mechanism for promoting development has therefore come in handy in the search. It implies the active involvement in development of the rural people, particularly disadvantaged groups that form the mass of the rural population and have previously been excluded from the development process (FAO, 1991).

This approach is an advantage to developing countries like Kenya where there are inadequate funds for development as it makes it possible to mobilize local resources for self reliant development. Projects implemented through community participation are more sustainable, are better at addressing local needs and are more relevant to local populations as per a research conducted by World Bank, CIDA, USAID and IRDP (Jennings, 2000).

The National Social Protection policy process in Kenya defines strategies for the improvement of the socio-economic status of the poor and vulnerable. It looks at poverty in an integrated and coordinated manner. It also provides guidelines for cost effective, predictable and sustainable interventions. The policy aims at addressing poverty and reduces vulnerability in the country through creation of a framework, which provides and promotes immediate support to the poor and vulnerable (Government of Kenya: Ministry of Gender, Children and Social Development 2005-2012).

Though participatory development has been advocated for in Kenya, to a large extent, the traditional top-down approach to development dominate most development projects. Therefore, the local people are excluded in the issue of decision making and projects as-
implemented as per the decision of an outside agency rather than the beneficiaries. Sustainability of these projects therefore become difficult and they may not also address the immediate needs of the community. However, it is worth noting that where community participation has been embraced, communities have benefited from such initiatives. Examples of such initiatives are discussed below.

2.3.1 Githunguri Dairy Farmers Cooperative Society

GDFCS was formed as an initiative to help the smallholder dairy farmers of Githunguri District to market their milk. The initiative is a success story of the power of numbers, a shared vision and unity of purpose that led to pooling of resources together for socio-economic welfare of the members (Nthiga, 2010). Githunguri Dairy Cooperative Society Ltd is considered to be the most successful dairy farmers’ organization in Kenya today. A report by USAID-KENYA illustrates the broad principles involved in transforming a struggling farmers’ organization into a multi-million dollar business operation with its attendant social and economic impact (USAID-KENYA, 2008, pp.31). Githunguri Dairy is also said to be the second dairy cooperative equipped with a processing plant in East Africa (USAID-KENYA, 2008). The society has grown tremendously making significant changes in the society and competes with large corporations in Kenya such as Brookside and New KCC.

Cooperatives are generally regarded to be significant generators of employment opportunities in Kenya. The Ministry of Cooperative Development and Marketing estimates that the movement directly employs over 300,000 people. In addition to such direct employment in the movement, cooperatives are also estimated to generate employment for over 1.5 million people indirectly. (Government of Kenya: Ministry of Cooperative Development and Marketing, 2008: 4). A Survey by SDP estimated that the dairy processing sector creates an
average of 12 direct and one indirect job for every 1000 litres of milk handled. It is assumed that the formal market segment handles about 1.6 million litres of milk a day (FAO, 2011). This study therefore sought to find out the replication of this job generation in the GDFCS. Like any other dairy industry in Kenya, GDFCS is also a significant generator of direct and indirect employment opportunities in Kenya. Study by USAID Kenya in 2008 shows that the total number of direct employees was about 260 plus the casual laborers who are hired based on the need (USAID KENYA, 2008). With a production of 123 000 litres per day in 2008, this study assumed that the society has a great number of direct and indirect employees to date. In particular, the study wished to find out the employment opportunities taken up by the youth. The issue of youth consideration in employment in GDFCS is noted in their jobs advert (c.f Appx 1). However, this research wanted to find out the actual number of youth who get these advertised jobs.

GDFCS have created employment in the area of dairy farming; due to the available market outlet and fair payment to the producers, most farmers in Githunguri are encouraged to practice dairy farming and sell their milk to the cooperative. This study had an assumption that GDFCS has created direct employment in the processing plant where people have been employed as clerks, secretaries, drivers, cleaners, professionals such as managers, auditors and human resource personnel, casual labourers and technicians in different processing sections. Other areas include distribution and marketing of dairy products, supply of packaging materials, stationery and machinery to the industry. This study therefore, wished to ascertain the actual forms of employment created and find out the measures set up to sustain them.
In its effort to provide goods, services, and products to its customers, the dairy industry in Kenya experiences various challenges from time to time. These hinder the smooth running of the industry and interfere with achievement of set objectives if they are not addressed properly and in time. Examples of major and commonly sited constraints among others include: quality and safety of milk owing to the high proportion of raw milk channelled through the market; fluctuation in milk supply; high consumption of unprocessed milk; cost of milk collection, transportation and distribution due to poor rural infrastructure and under-utilization of processors’ capacity owing to the higher demand for liquid milk rather than for high-value products (FAO, 2011). At times, corruption, political interference and competition have ruined the victory of the dairy industries. However, the success of any dairy sector experiencing such challenges depends on their ability to effectively address these challenges. Inability to effectively handle such challenges may lead to poor service delivery or even to its collapse. The collapse of Kenya cooperative creameries (KCC) in the 1990s is an example of how poor management and corruption can ruin the reputation of an industry and eventually affect the welfare of the whole community (Leksmono et al, 2006). GDFCS which is the researcher’s case study is not an exception in the challenges that face the dairy industries.

Through the life of GDFCS, like any other dairy industry in Kenya, it has gone through various challenges such as lack of market for members, inadequate milk quantities, inadequate milk collection centres and transportation system (Muriuki, 2011). In 1991 when the dairy markets were liberalised leading to the collapse of the giant Kenya Cooperative Creameries, Githunguri Dairy was not spared either. The cooperative society had to do with delayed payments which affected zero grazers who had higher production cost. However, the dairy society was able to venture into informal milk marketing which attracted a large clientele and together with the existing processors, gave it a strong market base.
Nevertheless, the informal market business had its own challenges and it is until in the year 2004 when the society started processing its own milk that most of these challenges seized. In 1996, the society had to go to court to find a solution to the wrangles it had with the management committee which had a plan to hijack the project to achieve their selfish interests. This challenge was however addressed adequately and the board was dismissed. Other challenges in the society have also been addressed by the management in different ways. For example, the society has increased the number of milk collection centres for easier delivery of milk by farmers, improved transport system and offer attractive incentives for dairy farmers in order to retain them in the society. In addition, the management has ensured the sustainability of the society, through offering farmers with available market outlet for their produce which in turn has boosted their quantity and quality production and has encouraged most community members to take all their milk to the Cooperative. This study therefore, assessed such challenges which can hinder the realization of the society’s goals and particularly on youth employment. It established measures which can be employed to sustain the gains of GDFCS.

GDFCS is also devoted to providing other services effective for continuous development of the society. For example they offer artificial insemination of high quality, members training on good animal husbandry, dairy extension services, animal health laboratory, and improved access to financial services and members’ education on cross-cutting issues. In addition, the society is committed to quality leadership and professionalism and believes in continuous learning for its members and staff hence offers continuous training as per the training needs assessment results (Muriuki, 2011). According to Muriuki, the society have increased their products which ensure continuous supply and fit to the market and also ensuring market availability to its members. All this is done to uphold the reputation of the society and have
continuously benefited the whole community. Therefore, other factors constant, GDFCS can guarantee continuous growth hence continuous creation of employment opportunities. It is in this regard that this study sought to find out to what extent GDFCS has contributed to creation of youth employment and how it can be sustained.

2.3.2 Miguta Women Group – Githunguri

With the help of GDFCS, other initiatives have been developed. An example is Miguta women group in Githunguri District which, though mainly a women group, a considerable number of youths are involved (Onyango et al 2010). Whereas this is a women group, this study sought to find out whether there are other such initiatives such as youth groups which have been formed through the work of GDFCS.

Just like Githunguri dairy, Miguta women group is an association of farmers who practice dairy farming in small scale land holdings whose sizes are on average of two hectares and below. This group was formed to address factors limiting dairy productivity in Miguta. Here, it is worth noting that while GDFCS has tried to address various challenges both within the industry and among farmers, the formation of Miguta women group shows that there are still some challenges which require more intervention. This study therefore comes in handy to look into challenges which would hinder maximum realization of the society’s goals particularly youth employment.

For the case of Miguta women group, the community approached various stakeholders to assist in addressing their challenge. A multi-disciplinary team of KARI scientists and collaborators was formed which included departments such as the Ministry of Agriculture, Ministry of Livestock and Fisheries Development and Catholic Archdiocese of Nairobi. This initiative has enabled the community to realize various objectives such as improved dairy
cattle productivity which in turn has led to increased food security and increased rural household income. (Onyango et al 2010). The fact that such a small scale community based initiative has impacted into the life of the community urged the researcher to explore further to find out how a wide spread community based initiative such as GDFCS has affected the livelihood particularly youth livelihood.

2.4 Theoretical Framework

A theory is constructed in order to explain, predict and master phenomena. It makes generalizations about observations and consists of an interrelated, coherent set of ideas and models. A theory explains why the problem under study exists and serves as the basis for conducting research (Khan, 2010)

2.4.1 Social Capital Theory

There is no set and commonly agreed upon definition of social capital. Therefore, particular definition adopted by a study depends on the discipline, level of investigation and context (Robison et al. 2002). This study looked at social capital as per the definition used by various authors suitable to this context.

In general terms, social capital is a sociological concept which refers to the value of social relations and the role of cooperation and confidence to get collective or economic results. It is the root of social relations and consists of the expectative benefits derived from the preferential treatment and cooperation between individuals and groups (Putnam, 2000).

According to Putnam and his followers, social capital is a key component to building and maintaining democracy. Social capital refers to connections among individuals, - social networks and the norms of reciprocity and trustworthiness that arise from them. (Putman 2000:19). He suggested that social capital would facilitate co-operation and mutually
supportive relations in communities and nations and would therefore, be a valuable means of combating many of the social disorders inherent in modern societies. In this study, community based initiatives, therefore, is an example of this social relation or cooperation among individuals and has its benefits in the community. Community based initiatives lasts as long as trust is maintained and the community continues to reap the expected benefits of this relation.

James Coleman defines social capital by its function. He says that, it is not a single entity but a variety of entities having two elements in common and they all consist of some aspects of social structure, and they facilitate certain actions of individuals who are within the structure. He examined the relationship between community involvement in schools and student achievement (Coleman 1988). In his study, he found that students from schools with high levels of social capital achieved higher outcomes than those from other schools. In his findings, the link between social capital and achievement was particularly strong in church-based schools with strong community networks.

Other researches done on the basis of this study have found a strong link between community involvement in schooling and improvement in student retention, attendance and behaviour (Harris and Goodall, 2006). In relation to Coleman’s study, the concept of social capital is reflected in community based initiatives. Community involvement in schools was found to promote student achievement. Similarly, this study wanted to examine how community involvement can be used to promote youth employment. Youth unemployment has for a long time been seen as one of the social disorders which has continued to eat-up the Kenya economy. Therefore, this study was based on social capital theory in its inquiry on how community cooperation can be a means of combating this social disorder.
In addition, the World Bank defines social capital as the institutions relationships and norms that shape the quality and quantity of a society’s social interaction. Besides, social capital is not just the sum of the institutions which underpin a society – it is the glue that holds them together (World Bank, 1999).

Moreover, Mahyar Arefi identifies consensus building as a direct positive indicator of social capital. Consensus implies “shared interest” and agreement among various actors and stakeholders to induce collective action. Collective action is thus an indicator of increased social capital (Arefi, 2003). In relation to this, community based initiatives calls for consensus and collective action in order to meet the expected benefits. Thus, community members come together to discuss matters affecting them, they prioritize and agree on the matters to be tackled and then define strategies of addressing them. These challenges are then addressed collectively to meet the expectations of the community.

Another author, Fukuyama, defines social capital as the ability of people to work together for common purposes in groups and organizations' (Fukuyama, 1995). Similarly, community based initiatives is an example of where people come together and mobilize resources for their common good. Here, members have a common goal and share common values for the success of all. Likewise, Fukuyama sees social capital as the ‘existence of a certain set of informal values norms shared among members of a group that permit cooperation among them’ (Fukuyama, 1997).

In this study, GDFCS is a good example of Hanifan sentiments on social capital which says that if individuals come into contact with neighbours, there will be an accumulation of social
capital, which may immediately satisfy their social needs and which may bear a social potentiality sufficient to the substantial improvement of living conditions in the whole community. The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of the help, the sympathy, and the fellowship of his neighbours (Hanifan, 1916).

In the same way, GDFCS was started by the local dairy farmers in Githunguri District with a membership of 31. Currently, the cooperative has grown tremendously to 17,000 registered members (Githunguri Dairy, 2011). This growth has emanated from a proactive response to be successful in pursuit of significant growth in a rapidly changing economic, social and political environment. In return, many households have benefited from this cooperation as it has enabled them to market their milk resulting to an improved livelihood. Frequent involvement of stakeholders in GDFCS decision making has assisted in its tremendous growth and have largely contributed to achievement of its goals. GDFCS does not discriminate its members; all people young and old are involved in its growth so long as you meet the cooperative standards. This has led to many youth joining the cooperative either as dairy farmers or direct employees, hence, improving their livelihood. It is in the context of such a background that this study sought to establish the benefits which the youths can reap from the community social relations in regard to employment.

In the past, communities have been delivered from various challenges such as hunger, insecurity and tribal conflicts through community mobilization and collective action. This study looked at such community based initiatives towards fighting community challenges. This is supported by Putman view of social capital as a resource that facilitate co-operation in communities and act as a valuable means of combating many of the social disorders inherent
in our society. It is on the basis of the social capital theory that this study therefore gains the strength of cross-examining the role of community based initiatives in addressing youth employment.

2.4.2 Social Network Theory

A Social Network is a social structure made up of a set of actors and the dyadic ties between these actors (Wasserman & Faust, 1994). These actors may be individuals or organizations who are brought together by a kind of relationship or some interactions between them. Social network is used in social sciences to study relationships between individuals, groups, organizations or entire societies. It is described in terms of nodes and ties where the nodes refer to the individual actors, group or organization whereas the ties are the connection or relationship between them. Examples of such ties include communication ties, formal ties, affective ties, material ties, proximity ties and cognitive ties. Generally, actors share more than one type of tie or relationship which means that networks are typically multiplex (Katz et al, 2004). For example, one may be connected to another because they work in the same company (formal ties), at the same time, they live in the same estate (proximity ties) and they may also become close friends (affective ties) through this other relationship. Ties may be strong such as those for family or friends or may be weak such as those of acquaintances.

In this study, the researcher was interested in the meaning of the relation/tie in a social network and not on what the relation is and how it evolved. The study thus focused on the importance of such social network in the community. It is through networks that people spread new ideas and practices and hence address various issues in the community. The study therefore, focused on how communities have benefited from such networks.
Our case study is a representative of a social network where individuals were brought together by a common bond. Through initial interaction of two or more individuals, a small group emerged which is the root of the large association of farmers which exist today. In the 1800's, a German sociologist Ferdinand Tonnies argued that social ties link individuals who share values and beliefs. Similarly, members of GDFCS are all related in that they are dairy farmers with a common need, that is, market for the milk. Likewise, other community members can build on such a relationship and form networks which can bring about some mutual benefits. Coleman (1988) further notes that interaction between two actors acting out of self-interest can yield a system. It is assumed that people form such kind of relationships to maximize their personal preferences and desires.

Social network theory unlike theories of self-interest argues that individuals' motivation to create ties with others is based on their ability to minimize their dependence on others from whom they need resources and maximize the dependence of others who need resources they can offer (Katz et al, 2004). Similarly, community based initiatives under study is an example of this kind of relationship where community members seek for the benefits of the community at large and not individual investments.

The social network theory is important in this study as it explains the importance of social relationship. The study focused on a community based organization GDFCS as an example of social structure which started from a small social network and through more interactions, has grown to a broad network. It guided the study in examining how social structures can be important in dealing with social problems. Besides, social networks play a critical role in determining the way problems are solved, organizations are run and the degree to which individuals succeed in achieving their goals. It is for this reason that this study refers to social
network theory as its basis for analyzing the impact of community based initiatives in our society.

2.5 Conceptual Framework

A conceptual framework is the researcher’s own position on the problem and gives direction of the study. It is also a way of showing the relationships of the different constructs that the researcher wants to investigate (Khan, 2010). In the context of this study, the conceptual approach to the youth employment shows that youth employment need to provoke the community to come together and initiate programs which can address it. As a result, community projects initiated have addressed various community needs such as issues concerning health, environment and education. This framework shows that GDFCS is community initiatives formed to address such issues. In turn, GDFCS has now been involved in addressing youth unemployment resulting to improved youth livelihood. In the same way, the government has started various programs to address youth unemployment. The end product of both government and community initiatives is improved youth livelihood as shown in figure 1.
Figure 1: Conceptual Approach to Youth Employment

Youth Needs → Community Based Initiatives

Health care → Agriculture → Environmental care → Education

GDFCS

Youth Employment → Improved Livelihood
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter spells out how data for this study was obtained. It also gives details about the research site, reasons for its selection, types of data that was collected, sampling methods that was used and techniques for data collection and analysis. The chapter also discusses the research design specifically used in the study. Research design is a model of proof that allows the researcher to draw inferences concerning casual relations among the variables under investigation. Research design also defines the domain of generalizability, whether the obtained interpretations can be generalized to a large population or to different situations.

3.2 Research Site and Study Population

This research was carried out in Githunguri District (formerly in the larger Kiambu District) in Kiambu County, of Kenya. The District is made up of 3 administrative Divisions which are further divided into 2 administrative Locations each, making a total of 6 Locations. The District headquarter which is Githunguri town is about 50kms away from Nairobi, the capital city of Kenya. Its geographical coordinates are 1° 5' 0" South, 36° 53' 60" East, with an altitude of 1720m. The main social economic activity of the area is agriculture with dairy farming constituting the greatest percentage. The District has a population of 147,637 out of 41,070,934 Kenya population, has 39,356 households and covers an area of 174 sq km (Kenya Bureau of Statistics, 2009).

Githunguri District was purposively selected for this study due to the fact that the small scale dairy farming had been in practice in this area for a considerable period; and according to various studies, it had had a large impact on the livelihoods of Githunguri community. It was
therefore important to look at its impact on youth livelihoods specifically on youth employment. The proximity of this area to Nairobi city would mean many youth from this area seeking employment in the city. On the contrary, many youth get employment in various dairy farming sectors hence larger retention of youth in the rural area.

This research targeted the youth employed directly and indirectly in the GDFCS. The directly employed included among others the casual labourers, technical employees such as the plant operators and clerks, secretaries, and drivers. Among those directly employed, were key informants including the special services officer who offered important information about youth employment in the GDFCS. Other key informants were the local leaders including the local chiefs. The indirectly employed youth were the youth who work in farms either as casual labourers, the dairy farmers and those in dairy farming related businesses such as dairy animal feeds dealers and agro chemists.

In particular, this research was conducted in four administrative locations which were purposively selected from the six locations which make up the whole District. The researcher being a youth officer in the District used her discretion, knowledge and observation to select Githiga, Ikinu, Ngewa and Githunguri Locations as the specific research sites due to their magnitude of dairy farming activities.

3.3 Sample Size and Sampling Procedure

In research it is not possible to make direct observation of every individual in the population under study. Instead, data will be collected from the subset of the population (sample) and the observations are used to make inferences about the entire population. The sample taken was expected to be representative in order to make sound conclusions on the effectiveness of community based initiatives in creation of youth employment.
For this research, the sampling frame was a list of youth who are either working directly in the GDFCS or indirectly as farmers who supply milk to Githunguri Dairy or are in dairy related businesses. The sampling frame was then used as a checklist for drawing names of respondents who were used as the sample representative of the target population. From this sampling frame, a sample size of 126 respondents was selected and used as the sample representatives of the target population. Respondents were selected using stratified random sampling. In addition, the Provincial Administration, and GDFCS staff were selected as key informants. Apart from the key informants, all other selected respondents were youth between 18 and 35 years (as defined in the Constitution of Kenya). In addition, one must have been a member of the dairy for at least two years or has been working in the GDFCS or in dairy related business for at least 2 years.

3.3.1 Stratified Random Sampling

This method was used to select youth respondents who are directly and indirectly employed in the GDFCS. The researcher started by classifying the respondents into two categories of the directly and indirectly employed youth. The directly employed youth were further classified into four strata determined by the types of work in the GDFCS which included professionals, clerical, plant and machinery workers and the auxiliary. The next step was to randomly pick four youth from each strata. However, the researcher could only get two respondents from the professionals’ stratum therefore adding up to a total of 14 directly employed respondents.

The second category of respondents was the indirectly employed youth. In each of the four Administrative Locations selected as research sites, the researcher classified the respondents into two strata which included the dairy farmers and youth in other dairy related businesses. Twenty eight youth were then randomly selected from each location in the ratio of 3:1
respectively, that is; 21 respondents as dairy farmers and 7 respondents in dairy related businesses. Hence, a total of 112 respondents were selected from this category.

3.3.2 Purposive Sampling

Purposive sampling was used to select two categories of respondents who included six key informants and four formal youth groups. The researcher had previously wanted to interview GDFCS human resource and administrative managers as key informants but was denied the opportunity owing to the society’s law of research. The researcher therefore resulted to interviewing the special services officer and two field officers from GDFCS. The other key informants were four local chiefs from each selected administrative location. For this category of respondents, in-depth interview was conducted to provide deeper information on area under study.

The second category of respondents that was purposively selected included four formal youth groups with at least 6 members each and carrying out a dairy related activity. One youth group was selected from each of the four administrative Locations selected for the study. A focus group discussion was the method of extracting information from this category of respondents.

3.4 Sources of Data

In this study, both primary and secondary sources of data were used. Primary data was obtained through interviews with the respondents. Secondary data in this study was used to assist the researcher gain initial insight into the research problem. It gave the base for the background information and the literature review of the study. This data was obtained from published and unpublished research work, text books, government reports, journals, media reports and websites.
3.5 Data Collection Techniques

The quality of data collected in any survey depends upon the capability and skills of investigators. In this study, a research assistant was trained to assist the researcher in carrying out the research. The research assistant chosen spoke the language of the respondents to reduce barriers of communication. He also posed good personal qualities such as honesty, intelligence, interviewing ability and accuracy.

Structured questionnaire consisting of both open ended and closed questions were the principle instruments used to elicit information on effectiveness of GDFCS as a community based initiative in creation of youth employment. These were administered to the youth selected from the field who include direct GDFCS youth employees, youth dairy farmers and other dairy small scale business practitioners.

Focus group discussion guide was used to extract information from the youth groups. These are youth groups composed of 10 participants with a common purpose. Each group was engaged in an unstructured, spontaneous discussion guided by a moderator, for the purpose of gaining information on youth employment in relation to GDFCS. In addition in-depth interview guide consisting of unstructured interviews was administered to the key informants. All this helped in soliciting data on youth employment through community based initiatives, challenges and recommendations.

In addition, the researcher also obtained through observation. This method was important as it assisted the researcher to gain an understanding of the physical, social and economic context of the study population. The data obtained from observation was used as a check against participants’ subjective views and also to supplement their objective views.
3.6 Data Analysis and Presentation

The data analysis approaches were both quantitative and qualitative. Quantitative data was analysed using descriptive statistics with the help of the Statistical Package for Social Sciences (SPSS). Descriptive statistics involves describing, exploring and summarizing of data to establish patterns in the data using summary measures that help to compress the data and make it easier to understand. Content of the qualitative data obtained from the in-depth interviews and focus group discussion was analysed using content analysis approach. This involves reading through the data collected to identify emergent themes and examining how these themes are patterned. The second stage is developing codes, third is coding the themes identified and lastly drawing connections between these pieces of data. Thematic analysis drawn from qualitative data complemented the quantitative analysis for balanced research output and subsequent presentation.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter entails the data presentation and analysis as well as discussion of the study findings. There are sub-sections on various themes such as respondents’ level of education, employment and their association with GDFCS. Furthermore, discussion that entails various observations which are related to the objectives of the study follows. These includes the benefits the youth get as a result of their association with GDFCS, challenges and ways of addressing them and ways of sustaining and improving the gains attained since the inception of GDFCS.

4.2. Level of Education

In this study, it was important to assess the respondents’ level of education as it is an important aspect that is related to youth employment in Kenya. The respondents therefore were asked to respond to a question on their highest level of education attained as per the Kenyan education system. Their responses are represented in the graph below.
The graphical presentation above shows that 29% of the respondents managed to acquire primary education while 48% went up to the level of secondary education. It further shows that 19% of the respondents have acquired post secondary education in either a technical college or A-level. Among the respondents, only 4% have acquired a university education.

Apart from the academic qualification, the respondents were asked to respond to a question assessing their technical background which showed that only 33% of the respondents have acquired some additional technical skills after the normal schooling. This is illustrated by the Chart 1 below.
4.2.1 Youth and Education

Kenya poverty reduction strategy paper cited in the literature review stated creation of additional jobs and proposed to care for the increasing number of youths through technical vocational and entrepreneurial training which would enable them participate fully in productive activities (Vision 2030: First medium plan 2008-2012). The subsidized primary and secondary education plus the later subsidized vocational/technical training offered in youth polytechnics are a government plan to improve education.

In the current study, it is evident that most of the youth have managed to acquire education up to secondary school level as presented in Graph 1. However, this cannot be attributed to the subsidy of secondary education because most of those affected by the subsidized secondary education are still in school as per the time of this study. Nevertheless the research found out that there is still a considerable number of youth who only managed to acquire primary school education (c.f Graph 1). Furthermore, the percentage of those who proceed for further studies after secondary school education is below 20%. Regardless of much effort the
government has put on vocational training, only 33% of the respondents have some additional technical training (c.f Section 4.1). This figure is still at the lower level as compared to the total (77%) percentage of those who have only achieved primary and secondary school education (29%+48%=77%). This means that about 44% of the totals have no additional skills (77-33). This simply tells what to expect when it come to employment.

The issue of education level was also pointed out in the in-depth interview where the opinion leaders explained that parents in Githunguri are not so determined in educating their children after primary school. They were said to have the mentality that acquiring wealth is what matter rather than academic achievement. This therefore deters their effort in investing in further education and hence directs their children to dairy farming as a quick way of acquiring wealth. A good number of youth consequently end up in the auxiliary work in dairy farming at home or at the dairy plant as discussed in a latter section. Similarly, in the focus group discussion, it was said that in Githunguri, it is easier for a youth to miss school than failing to take milk to the dairy. This shows that most parents in Githunguri care more about the assistance they are getting from their children rather than education progress. Hence, it implies their priority is more on wealth more than education thus the displayed level of education.

Thus, this study found out that though GDFCS has brought positive impact to youth livelihood in Githunguri, its role in improving education level is yet to be satisfactorily felt. Its strength was found to be more on economic growth without much emphasis on improving youth education standard.
4.3 Youth Employment

With continued challenges of youth unemployment, the Kenya Youth Empowerment and Employment Initiative launched in March 2010 came up with a blueprint to guide the work of job creation. The plan was meant to prepare the youth to work in the areas of environment, health, agriculture, infrastructure, business and technology (KYEEI, 2010). It is the role of the government to care for the welfare of the society in such areas as provision of jobs to the youth. Nevertheless, the private sector, non-governmental organizations and other stakeholders have not been left behind and have significantly contributed towards youth employment. In reference to this, this study found it worth to explore the area of community based projects and their contribution to youth welfare. The study focuses on a community based organization, GDFCS, which is agricultural in nature, with the aim of finding out its contribution to youth employment. Therefore, the following section presents the type and nature of employment created as a result of inception of GDFCS.

4.3.1 Respondents Employment Background

In this study, it was important to look at the activities that the respondents are engaged in their association with GDFCS and which guarantee them the aspect of employment. The respondents were therefore asked about their employment status in terms of whether one is self employment, working for wage or salary or is working as a family assistant in dairy farming. The respondents were allowed to give multiple responses where one has multiple occupations. For example, where one is working as self employed dairy farmer and at the same time working for wage or salary.
A number of respondents displayed multiple occupations; hence the presentation in the bar graph above shows that the percentage was calculated out of the total cases instead of the total respondents. Therefore the total respondents do not add up to a 100%. It shows that about 34% of the total cases works for wage or salary, 62% of the total cases are self employed while 25% of the cases work as unpaid family worker for family gains.

The table below further illustrates that among the 34% who work for wage/salary, 6% are also self employed and 7% are engaged in work for family gains without pay. More so, among the 62% who are self employed 8% are unpaid family workers and lastly we have 25% working for family gains from whom 7% and 8% are working for salary and self employed respectively.
With reference to Graph 2 and Table 1, several things can be noted. To start with, it is noted that the youth are engaged in GDFCS activities either directly or indirectly. These include self employment where one is either working as a dairy farmer or is in dairy related business. The other one is wage or salary where one is either employed directly in the dairy industry, employed by a farmer or employed in dairy related business, and firstly, working as an unpaid family worker for family gains (c.f Graph 2). It is also eminent that a significant percentage of the youth have multiple occupations in relation to the GDFCS (c.f Table 1). In many other work situations in Kenya, many people hold two or more jobs in order to achieve their targets. Similarly, this situation was noted among several respondents as has been presented.

Through the focus group discussion, the researcher learnt that in most cases, the youth engaged in dairy farming activities are not contented with what they reap. They also expressed that most of them are always looking for better paying jobs as will be noted later. The respondents expressed sentiments such as: “what we get in dairy farming is just enough for food, we are always in search of greener pastures”. This therefore may explain the reason why a good number seek for extra earning in other available jobs hence the multiple occupations. Other respondents were found to be working in their own dairy farms as well as those of their parents for various reasons such as assistance due to old age or the society expectation. All the same, we can simply say that all these youth earn their living from the connection they have with GDFCS.
Therefore, the main finding of this study from these responses is that GDFCS has provided both direct and indirect employment for the youth therefore improving their livelihood. It further indicates that GDFCS has provided multiple jobs for a good number of youth thus improving their income and hence better livelihood.

4.3.2: Respondents Association with GDFCS

One of the objectives of this study was to analyse the forms of employment created as a result of inception of GDFCS. The following presentation therefore describes the various categories of work related to GDFCS and which the respondents engage in.

Table 2: Respondents association with GDFCS

<table>
<thead>
<tr>
<th>Area of Association</th>
<th>Professional /managerial</th>
<th>Clerical and related worker</th>
<th>Plant &amp; Machinery Operators</th>
<th>Elementary workers</th>
<th>Technicians</th>
<th>Skilled dairy farmer</th>
<th>Agri business workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional /managerial</td>
<td>0.80%</td>
<td></td>
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</tr>
<tr>
<td>Clerical and related worker</td>
<td>0.00%</td>
<td>3.40%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant &amp; Machinery Operators</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.40%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elementary workers</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>33.60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technicians</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>5.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skilled dairy farmer</td>
<td>0.80%</td>
<td>1.70%</td>
<td>1.70%</td>
<td>7.60%</td>
<td>0.80%</td>
<td>54.60 %</td>
<td></td>
</tr>
<tr>
<td>Agri business workers</td>
<td>0.80%</td>
<td>0.80%</td>
<td>0.00%</td>
<td>0.80%</td>
<td>0.00%</td>
<td>10.90 %</td>
<td>23.50%</td>
</tr>
</tbody>
</table>

As in the previous case, a number of respondents are associated with the GDFCS in more than one area. For example, one may be working as a plant/machinery operator and at the same time, is a skilled dairy farmer selling produce to the dairy as indicated in Table 2 above.
Table 2 shows that only 0.8% of the respondents are professional or managerial workers in the GDFCS. The same percentages of the respondents are also working as skilled dairy farmers and are also in related businesses. Among the 3.4% of the respondents who are in clerical and related work, 1.7% of them are also working as skilled dairy farmers while 0.8% is in dairy related businesses. In addition, a total percentage of 3.4% respondents are plant and machinery operators in the dairy, of which 1.7% are also working as dairy farmers. Moreover, 33.6% of the respondents are elementary/auxiliary workers working either directly or indirectly with the GDFCS. This group carries the second highest number of respondents. Among them, 1.7% respondents are also dairy farmers while 0.8% are in related businesses. Besides, only 5% of the respondents are in technical work of which 0.8% of them are also in dairy farming. The highest percentage of respondents, 54.6%, are dairy farmers with 10.9% of them engaged in additional dairy businesses and a few others in the rest of the areas as pointed out above. Lastly, 23.5% of the respondents are in agri-business with a good percentage from this engaged in other areas mentioned above.

From this data, it can be confirmed that several forms of employment have been created since the inception of GDFCS. Such include the professional, managerial, technical, clerical, auxiliary and skilled dairy farmers. However, majority of the jobs created tend to be of elementary level (c.f Table 2) such as the casual labourers, farm workers and family workers. This can be attributed to their level of education since their academic levels do not qualify them for high level professional and managerial jobs. Through focus group discussion, the study also found that the GDFCS rarely employ those who have not gone further than secondary school even for the low scale jobs. It is evident that it is usually difficult for GDFCS to get qualified youth from the local area for the top jobs as signified in the in-depth interview with GDFCS key informants. Hence, sometimes, the jobs even end up being re-
advertised (c.f advert Appx II). This therefore explains why many of the youth are just left to work as unpaid family workers or doing the auxiliary jobs.

The study further found out in the focus group discussion that almost all youth in dairy farming are small scale farmers meaning that they are minor shareholders in the GDFCS. The respondents expressed their worries through sentiments such as “we young farmers don’t mean a lot to the society because what matters is how much milk you deliver. Ours is just a little production”. This was also confirmed through observation by the researcher as one could hardly find a young farmer with more than three dairy cows. The researcher learnt that it is difficult for the youth to practice large scale dairy farming due to lack of adequate land and capital for expansion as will be discussed later. However, it is worth noting that all these youth earn their living from dairy farming activities despite the form of the employment and the amount of benefit one reap. The respondents were therefore grateful to the society as they felt that if it were not for it, most of them would be in worse situations. For example, one respondent had this to say, “In Githunguri, you can hardly find a homestead without dairy cow. Even for those who don’t own a cow, one cannot sleep hungry as long as there is dairy cow in the homestead, either through credit or not”. This therefore confirms that even for those working as unpaid family workers; they still get their daily bread.

4.4 Impact of GDFCS on Youth Livelihood
The literature reviewed show that GDFCS was formed as an initiative to help small scale dairy farmers to market their milk. According to Nthiga (2010) GDFCS is a success story in pulling community resources together for the welfare of the members. In the present study, the aim was to find out how this success has impacted on youth livelihood. It is evident from
the research finding that GDFCS has created employment either directly or indirectly as presented in Chart 2.

**Chart 2: Respondents employment status**

The chart above shows type of association that the respondents have with GDFCS. It illustrates that 92% of the respondents are indirectly employed in the GDFCS while 8% are directly employed. The direct employees include workers such as clerks, drivers, extension officers, production workers, machine operators, marketers as well as casual labourers. The indirect employed include those in the area of dairy farming, those employed by farmers and those in agribusiness. This data is further used to illustrate the benefits and challenges which each group of respondents experience and also the suggested measures for each group. However, each group is a representative of a whole (100%) in the subsequent sections.
4.4.1: Effectiveness of GDFCS on Creation of Employment

This study seeks to address various specific objectives and by so doing address the general objective of the study which was to assess the impact that GDFCS has on the youth livelihood. The researcher asked the respondents to rate the effectiveness of the society in addressing unemployment which gave the feedback represented in Chart 3.

Chart 3: Respondents’ opinion on Effectiveness of GDFCS on creation of employment

![Chart 3: Respondents’ opinion on Effectiveness of GDFCS on creation of employment](image_url)

Chart 3 shows that most of the respondents rated the effectiveness of GDFCS in creation of youth employment as good while only 2% rated the effectiveness as below average. 14% of the respondents felt that the effectiveness is excellent while 19% rated it as average.

It is the view of the respondents that GDFCS has done well in creation of employment as depicted in the Chart 3 above. The rating of its effectiveness lies between satisfactory and excellent while only very few rated it as below average in creation of employment. This implies that despite the form of employment, GDFCS has positively impacted on youth.
livelihood in Githunguri. It also means that the community has already realised this impact as it has affected their live in one way or the other. This is evident in Table 3 below which presents various benefits gained by the youth from GDFCS.

Table 3: Benefits Gained from GDFCS

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Employment status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Directly employed</td>
</tr>
<tr>
<td>Creation of employment</td>
<td>100.0%</td>
</tr>
<tr>
<td>Credit facility</td>
<td>21.4%</td>
</tr>
<tr>
<td>Income/ Savings/ Investment</td>
<td>14.3%</td>
</tr>
<tr>
<td>Food security/ Improved living standard</td>
<td>78.6%</td>
</tr>
<tr>
<td>Ready market for raw milk</td>
<td>7.1%</td>
</tr>
<tr>
<td>Dairy farming training and related veterinary services</td>
<td>14.3%</td>
</tr>
<tr>
<td>Improved security</td>
<td>0%</td>
</tr>
</tbody>
</table>

Table 3 above show how the respondents responded to a question on benefits they have gained through their association with GDFCS. The responses were classified according to the employment status (directly or indirectly) of the respondent.

As illustrated on the table, 100% of the directly employed youth said that GDFCS has created employment for them while only 4.8% of the indirectly employed gave this response. This imply that the directly employed youth are benefiting with salary and also a few of the indirectly employed such as those employed by farmers for salary or wage. Similarly, a relatively high percentage of the indirectly employed respondents mentioned income and saving as a benefit from the association with GDFCS.
The highest percentage of both directly and indirectly employed respondents stated food security and improved living standard as one of the benefits reaped from inception of GDFCS. A significant percentage of both directly and indirectly employed respondents acknowledged credit facility offered by GDFCS as a benefit.

Moreover, ready milk market and training on dairy farming were also favourably mentioned by the indirectly employed respondents while improved security was mentioned by only 5% of the respondents.

From the findings, food security and improved living standard was listed by the highest of both directly and indirectly employed respondents, 78.6% and 83% respectively. This point corresponds to the point on creation of employment for the directly employed youth and provision of income for the indirectly employed youth which were also highly stated. This imply that most of those who are directly employed and those who are selling milk or are in related businesses have got some income which has promoted food security and their living standard in general. In addition, in the focus group discussion, the researcher learnt that food security was not only achieved due to the income earned but also because of availability of milk for family consumption, availability of manure that support other food crops in the farm (c.f picture of a farm below), as well as prior provision of food on credit by GDFCS.
Though only 5.7% of the indirectly employed youth stated improved security as a benefit, it came out clearly from the key informants who are also provincial administrators in charge of security. They said that security has fairly improved in most of the villages. They noted that dairy farming is very demanding and therefore, keep the farmers very busy almost throughout the day and part of the night. For this reason, most of the youth are hardly ever idle to think of crime. The busy schedule of the community also implies that they keep security as they are up most of the hours.

4.5. Challenges Hindering GDFCS Impact on Youth Livelihood

A wide range of challenges was stated by the respondents. However, many respondents hesitated from answering this question or only gave scarce information on this area which was expressed as fear of victimization. All the same, an adequate percentage of the
respondents were convinced and were able to give adequate information. The following table is a representation of the information gathered from the respondents.

**Table 4: Challenges experienced by the respondents in association with GDFCS**

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Employment status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Directly employed</td>
</tr>
<tr>
<td></td>
<td>Count</td>
</tr>
<tr>
<td>Low pay leading to small profit margin</td>
<td>0</td>
</tr>
<tr>
<td>Many working hours</td>
<td>6</td>
</tr>
<tr>
<td>Political interference</td>
<td>1</td>
</tr>
<tr>
<td>High production cost</td>
<td>1</td>
</tr>
<tr>
<td>Corruption within management board</td>
<td>0</td>
</tr>
<tr>
<td>Working late or very early at risky hours</td>
<td>3</td>
</tr>
<tr>
<td>Paying of milk is delayed</td>
<td>0</td>
</tr>
<tr>
<td>Farmers Meeting days do not favour the working class</td>
<td>0</td>
</tr>
<tr>
<td>Poor infrastructure</td>
<td>0</td>
</tr>
<tr>
<td>Limited land for expansion</td>
<td>0</td>
</tr>
<tr>
<td>Occasional/ seasonal wastage of excess milk</td>
<td>0</td>
</tr>
<tr>
<td>Loss distributed to members &amp; unfair quality check ups</td>
<td>0</td>
</tr>
<tr>
<td>High cost of living</td>
<td>0</td>
</tr>
<tr>
<td>Price fluctuation</td>
<td>0</td>
</tr>
<tr>
<td>Unstable quality of animal feeds</td>
<td>0</td>
</tr>
<tr>
<td>Acquiring loan require collateral &amp; lack of capital</td>
<td>0</td>
</tr>
<tr>
<td>Inadequate materials, personnel, facilities &amp; machinery</td>
<td>0</td>
</tr>
<tr>
<td>Unfair salary for direct employees</td>
<td>9</td>
</tr>
<tr>
<td>Poor maintenance of working machines and equipment</td>
<td>3</td>
</tr>
<tr>
<td>Nepotism in employees recruitment</td>
<td>3</td>
</tr>
<tr>
<td>Little or no team work for direct employees</td>
<td>3</td>
</tr>
<tr>
<td>Working environment is a health hazard</td>
<td>4</td>
</tr>
<tr>
<td>Lack of democracy in leadership</td>
<td>2</td>
</tr>
<tr>
<td>Communication breakdown between management and farmers/employees</td>
<td>6</td>
</tr>
</tbody>
</table>
From Table 4 above, high production cost was stated as a challenge by the highest number of indirectly employed respondents.

In addition, low pay which leads to low profit margin was the second highest stated challenge by the indirectly employed youth. Other significant challenges which were stated by a considerable number of indirectly employed respondents include: poor infrastructure, limited land, inadequate human and material resources, and leadership hitches.

On the other hand, most of the directly employed youth respondents cited unfair salary as a notable challenge facing them. A good percentage also mentioned other challenges including many working hours, poorly maintained working machines, lack of team work and dictatorial leadership. Though only a few of the respondents mentioned issues concerning handling of excess milk, recruitment biasness and political interference, the issues arose as some of the challenges hindering growth of GDFCS. They were also favourably mentioned during the focus group discussion.

As discussed above, we find that high cost of production was found to be the highest stated challenge among the indirectly employed youth respondents. This is related to low pay and low profit margin which were also favourably mentioned. In the focus group discussion, it was found out that the cost of the dairy animal feeds that are provided on credit basis by the GDFCS is high making it difficult for the small scale farmers to make reasonable profit. It was believed that those who have around two to three dairy cows hardly make profit. In fact, it was alleged that by the time the milk payments are made, some of them usually have all or almost all of their earnings consumed by the animal feeds and the human food which they obtain on credit prior to payment. Since almost all of the youth are in this bracket of small
scale farmers, they are awkwardly hit by this challenge of high production cost and therefore find it difficult to save enough for expansion of this business. They therefore remain in small scale farming earning just enough for basic needs as was noted earlier in the benefits stated by the respondents. This also explains why there is a huge number of youth who work as unpaid family workers for family gains, therefore, depending on their parents for basic needs. Also, due to this reason, a good number of youth are employed in dairy farms as casual labourers for salaries or wages.

The inability of the youth to expand or start own dairy farming businesses is also attributed to inadequate sources of the huge capital required for a standard dairy farming as per GDFCS. Though only a few of the respondents stated unfriendly credit facility as a challenge affecting them, the focus group discussion brought it out clearly as a hindrance. They felt that, since the amount of credit a farmer can acquire from GDFCS is based on the amount of milk that one delivers, the ability of expansion for the youth remains down. It is unless a youth has another source of revenue that he/she is likely to expand. In addition, the credit is only offered to members, hence the inability of youth non-members to start dairy farming. In addition, the quality of animal feeds was also said to be sometimes undermined leading to low milk production hence low income.

More so, inadequate land was also mentioned as a challenge limiting full gains to the youth. Here, the researcher learnt that most of the community members in Githunguri have largely sub-divided their land into small pieces making it difficult for the youth generation to get a share. Though the community practices zero grazing, the youth can hardly manage grazing and at the same time grow fodder to feed the animals. Most of them spend many hours sourcing for fodder. (See picture below and Appx 6).
This is also the reason why even the youth already in dairy farming entirely depend on the dairy animal feeds offered on credit by GDFCS and whose cost is alleged not to be very friendly.

Plate 2: The researcher interviewing a youth cutting fodder.

Through focus group discussion, it was also learnt that it has become difficult to acquire membership for GDFCS. The youth who are currently entering into dairy farming are getting it difficult to market their milk to Githunguri dairy. This is due to the limit put by the management which is meant to accommodate the old members who are day by day increasing their produce thus exceeding the capacity handled by the plant.
In reference to Table 4, 6.5% of the indirectly employed respondents cited seasonal wastage of excess milk and 17.4% cited inadequate equipment and machinery as challenges hindering their success. These two challenges are related to the membership limitation discussed earlier. This is in the sense that if the industry does not have adequate machinery for milk processing, and especially for long life products, and if the target market is exhausted, excess milk will go to waste and the management will also have to limit the supply. To avoid such awkward situation, the management therefore spares membership to allow increment for old members when production is high. Consequently, the youth beginners are left with no choice but to use their parents' membership to sell their milk to the dairy or even buying membership if not selling elsewhere. This situation limits the benefits that the youth can gain from GDFCS.

In-depth interview with the key informants informed the research that only about 30% of the total GDFCS members are youth. This supports the findings discussed in the last two paragraphs above. The youth form the most productive and energetic part of Kenyan population (National Youth Policy, 2006). Hence, in this study, one would expect them to be the majority in membership of GDFCS. On the contrary, though a huge number of youth are involved in dairy activities, a considerable number of them are not members. Among the total respondents interviewed, only 54.6% who are skilled dairy farmers (c.f table 2) are likely to have direct membership with GDFCS. This means that a number of them may be dependent on their parent’s membership. Hence, it is worth noting that it is not by choice that the youth are the minority in membership of GDFCS but due to the various disadvantages which they encounter. It is for such reasons that the youth are often referred to as a vulnerable group.
Likewise, the directly employed respondents also cited several challenges as seen earlier. They felt that their earnings were not considerable in relation to the work load. Extended working hours which are without motivation decreases the production rate of employees. For any industry to realize maximum production, the welfare of the workers must be fair. The issues of unfair salary, extended working hours and lack of opportunity to express their views (c.f Table 4) are likely to lower production and hence affect the gains derived from the society. A significant percentage of these respondents also felt that their working environment is not fitting as the machinery and equipment are poorly maintained. This also is likely to lower the working capacity and hence declined production. Other respondents, cited lack of team work which has the same effect to production as the previous discussed challenges. The issue of confirmation as permanent in employment also came up in the focus group discussion. The directly employed youth complained that they take a long period working on probation before they are confirmed as permanent. This raises a lot of anxiety and job insecurity as they do not know their fate. They felt that the period that one should take on probation should be specified to enable employees settle in specific areas of employment and also progress in academic.

More so, 14.3% and 16.3% of the directly and indirectly employed respondents respectfully, felt that there is little or no democracy in the leadership of the society. This was also depicted in the focus group discussion where the respondents expressed their desperation with management's failure to listen to the workers and farmers. The researcher learnt that the respondents do not have the freedom to express themselves in the society, they are not involved in decision making and they fear victimization. This imply that the challenges which they experience are not discussed hence cannot be effectively addressed and can therefore negatively affect the benefits derived from the society.
4.6 Measure to Improve and Sustain the Gains Derived from GDFCS

One of the objectives of this study was to establish measures which can be put in place to improve and sustain the gains derived from GDFCS. The respondents in their own opinions suggested some measure to address challenges and to improve the gains derived from GDFCS. These measures are presented in Table 5 below.

**Table 5: Suggested Measures for Improvement of the Society**

<table>
<thead>
<tr>
<th>Measures recommended</th>
<th>Directly employed</th>
<th>Indirectly employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments to be made early in the month</td>
<td>0 0%</td>
<td>1 1.1%</td>
</tr>
<tr>
<td>Make credit facility/loans affordable for the youths</td>
<td>0 0%</td>
<td>17 18.1%</td>
</tr>
<tr>
<td>Support education</td>
<td>1 8.3%</td>
<td>2 2.1%</td>
</tr>
<tr>
<td>Offer training targeting youth</td>
<td>2 16.7%</td>
<td>11 11.7%</td>
</tr>
<tr>
<td>Increase the industry, machinery, material &amp; personnel</td>
<td>3 25%</td>
<td>20 21.3%</td>
</tr>
<tr>
<td>Allow democracy in leadership</td>
<td>0 0%</td>
<td>18 19.1%</td>
</tr>
<tr>
<td>Consistent offer of good quality feeds at a fair price</td>
<td>0 0%</td>
<td>36 38.3%</td>
</tr>
<tr>
<td>Offer farmers training even on weekends</td>
<td>0 0%</td>
<td>53 56.4%</td>
</tr>
<tr>
<td>Improve payment to members</td>
<td>0 0%</td>
<td>1 1.1%</td>
</tr>
<tr>
<td>Handle cost of spoilt milk</td>
<td>0 0%</td>
<td>9 9.6%</td>
</tr>
<tr>
<td>Provide relevant training and fair veterinary services</td>
<td>0 0%</td>
<td>19 20.2%</td>
</tr>
<tr>
<td>Improve roads /infrastructure</td>
<td>1 8.3%</td>
<td>11 11.7%</td>
</tr>
<tr>
<td>Employ own drivers for distribution work to avoid disparity in terms of salary</td>
<td>1 8.3%</td>
<td>1 1.1%</td>
</tr>
<tr>
<td>Improve salary for direct employees</td>
<td>7 58.3%</td>
<td>1 1.1%</td>
</tr>
<tr>
<td>Practice transparency and trustworthiness</td>
<td>0 0%</td>
<td>5 5.3%</td>
</tr>
<tr>
<td>Manufacture own food for fair prices of animal feeds</td>
<td>1 8.3%</td>
<td>14 14.9%</td>
</tr>
<tr>
<td>Proper and regular maintenance of machines and equipments</td>
<td>3 25%</td>
<td>1 1.1%</td>
</tr>
<tr>
<td>Provide means of transport for employees working at risky hours</td>
<td>1 8.3%</td>
<td>3 3.2%</td>
</tr>
<tr>
<td>Team building to promote team work</td>
<td>4 33.3%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Allow frequent interactive meetings for management and members or employees</td>
<td>5 41.7%</td>
<td>5 5.3%</td>
</tr>
</tbody>
</table>
Table 5 above shows suggestions stated by respondents on the way of improving and sustaining gains derived from GDFCS. To start with, 58.3% of the directly employed youth respondents felt that it is important that the society offer fair salary to its youth employees to avoid high turnover of trained employees. Likewise, 56.4% of the indirectly employed youth respondents also recommended a better pay for milk to the farmers. These two proposals were suggested by the highest percentage of respondents.

In addition, a considerable percentage of the directly employed youth respondents recommended for proper and regular maintenance of working machinery, improved interaction between the senior management and the juniors, increasing human resource capacity and offer of team building sessions. Provision of transport for those working in late hours was also adversely stated.

A fair number of the indirectly employed youth respondents also proposed a friendly credit facility to be offered to the youth to enable them expand their production. 21% proposed improvement of human resource capacity, materials and machinery for efficiency. More so, offer of relevant training and fair veterinary services, processing of own foods for better production cost and democracy in leadership were fairly mentioned and came out well in the focus group discussion. Others adversely mentioned include among others, offer of training specifically targeting youth, support to education, improvement of infrastructure and practice of transparency and trustworthiness in the management.

The findings of this study indicate that the youth as stakeholders in GDFCS have ideas on how the challenges facing them can be addressed in order to improve and sustain the project productivity. For most of the indirectly employed respondents who listed low pay as a
challenge, they proposed a better pay for milk in order to motivate them. It was the feeling of the youth as found out in the focus group discussion that the dairy has the capacity to install a food processing plant to manufacture own animal feeds. For instance, one of the respondent said, “this society make a lot of profit, it should manufacture its own feeds and sell to us at a fair price”. Another respondent said, “Am sure that the society buys feeds on wholesale, so I don’t understand why the profit from this purchase should not trickle down to the farmers”.

According to the expression above by the respondents, GDFCS should enable supply of quality animal feeds to the farmers at a fair price which would lower production cost and hence, increasing their profit margin. This would mean that the small scale farmers, where the youth falls, will expand their benefits to not only basic needs, but also to investments in other beneficial activities. This would also mean that the youth employed by farmers will get a better wage or salaries hence improve their living standard. Those in agri-business will also improve their earnings because the farmers will invest more in dairy farm inputs.

To enable the youth expand their dairy farming and reap better benefits, the respondents recommended that the society should avail a friendly credit facility specifically for the youth. Also, in the focus group discussion and in-depth interview, the respondents suggested that the society need to come up with a loan product for youth wishing to enter into dairy business which would enable them to kick off.

As noted earlier, the youth level of education in Githunguri is not very encouraging. With so many youth dropping school at primary level, support for secondary education needs emphasis. It was therefore the feeling of the respondents in the focus group discussion that GDFCS should improve their support to education through bursaries to the needy students.
They also felt that the support that GDFCS usually give to the bright students require more emphasis and extension. One of the key informants felt that it is important for GDFCS to sensitize parents on the importance of education. The chief retaliated that, “it is very discouraging that parents in this area just want their children to copy what they have been doing for years regardless of its productivity. They have abandoned education and are directing their children only to keeping cows”

Similarly, the highest percentage of directly employed respondents proposed offer of a better salary. This would motivate the workers and hence improve production, raise profit in the society which can then be trickled down to the farmers through giving of bonuses. Towards this improvement in the industry, this group of respondents proposed proper and regular maintenance of working machinery, improved interaction between the senior management and the juniors, increase in human resource capacity and offer of team building sessions.

To promote cohesion between the management, workers and the society members, the respondents recommended integrity, transparency and democracy in leadership. The respondents also advocated for youth representation in the management committee so as to have their issues well addressed.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains the summary of the research findings focusing on the objectives of the study, conclusion and recommendations. It first gives a brief summary of the study with particular reference to the research questions, research objectives and the methodology. Thereafter, conclusions and some recommendations are then given.

5.2 Summary of the Research Findings

The main objective of this study was to find out how effective GDFCS has been in creation of youth employment. To start with, this study found out that like any other co-operative society, GDFCS has created different forms of employment for the youth, either directly or indirectly. These include direct employment such as professional and managerial jobs, clerical jobs, skilled labour such as those working as plant and machinery operators and technicians, and lastly unskilled labour such as the casual labourers who are depicted as auxiliary. It has also created indirect employment which includes skilled dairy farmers, dairy related businesses such as agro vets and lastly casual labourers in the farms.

Secondly, the findings of this study give feedback to the second general objective of the study which was to find out the impact that the GDFCS has had on youth livelihood. Several findings have emerged from the analysis of the data. The findings of the study indicate that the youth have benefited from the inception of the GDFCS in several ways. First, it shows that youth association with GDFCS has enabled provision of basic needs for most of the youth. These basic needs are not limited to food, clothing, shelter, education and health. Therefore, the youth have been able to take care of themselves and for some, their close
family members thus improving their living standard. Thirdly, the findings indicate that most
of the youth associated with GDFCS have some income either from sales or from
employment. This income have enabled some of the youth to further improve on their living
standard. This means that apart from provision of basic needs, the youth have additionally
been able to invest in other businesses which promote them financially. Some of them have
even created employment for other youth in the businesses or in their dairy farms.
In addition, some youth have also benefited with the credit facility offered by the GDFCS in
form of materials and liquid cash. This credit facility has enabled a number of youth who
could otherwise not been able to sustain their dairy farming businesses, to boost their
businesses. It has also enabled some youth to start new businesses therefore expanding their
source of income.

Furthermore, GDFCS has enabled many youth to market their milk with ease and they are
therefore motivated in dairy farming especially with the scarcity of other job opportunities.
The dairy farming training offered by GDFCS also add value to dairy farming and enable
many youth to acquire knowledge and skills in dairy farming and hence better practice of
dairy farming. On the other hand, GDFCS has promoted security in all areas in Githunguri
District where dairy farming is widely practiced. This is because; many youth who would
otherwise be idle are engaged in dairy farming activities either as dairy farmers or working
for their parents almost throughout the day and part of the night. In addition the activities of
dairy farming keep most farmers awake therefore keeping security for themselves.

The findings of this study have also pointed out on the challenges which hinder the
realization of GDFCS goals towards improving youth livelihood. One of the major challenges
is high production cost which limit the young small scale farmer’s ability for production
hence little or no impact on their living standard. The effect of this challenge is further magnified by the issue of low payment to the milk meaning that the farmer especially the small scale farmer makes little profit. Most youth are small scale farmers and hence are the most affected. In addition, the salary paid to the direct employed youth was found to be unfair. This also limits the ability of youth in making considerable progress in their livelihood.

More so, the findings of the study pointed out that the youth are exceptionally affected by land scarcity which is a great challenge in Githunguri. Land scarcity is also a cause of conflict among parents and children and also among siblings. A considerable number of youth are therefore unable to start or expand dairy farming activities hence reducing its impact. The findings further point out the issue of limitation to membership in GDFCS which could possibly discourage the youth in engaging in dairy farming. Lastly, the issue of poor leadership was also pointed out and is seen as a challenge that can easily bring down the benefits from GDFCS.

Finally, the findings of this study points out the measures which require to be put in place to improve and sustain the gains derived from GDFCS. This include measures such as focus on youth education and training, offer of friendly credit facility for the youth, provision of relevant and fair services, unbiased youth recruitment, fair payback to services offered and goods delivered, offer of good working environment, workers motivation, democratic leadership and youth inclusion in decision making. Participation in improving the infrastructure will also improve the gains derived from the society.
5.3 Conclusion

This study concludes that GDFCS has been fairly good in creating youth employment. We note that various direct and indirect jobs have been created since its inception. In fact, majority of the direct employees in the GDFCS are youth. However, this jobs creation business has been negatively affected by the low level of education and skills possessed by the youth in Githunguri. Therefore, the youth from Githunguri have not been able to take up the top most jobs in the industry and most of them have ended up in the low calibre jobs. In addition, most of the youth in dairy farming are small scale farmers and a huge number is doing the auxiliary work for their families or are peasant employees in the dairy farms. More so, most of those in dairy related businesses are also in retail level or are auxiliary employees of huge businesses.

Secondly, the research concludes that GDFCS has positively impacted to the youth livelihood. Various benefits have been derived from GDFCS and have changed the face of Githunguri community. A considerable number of youth are now self reliant and are responsible members of the community. However, to a large extent, this impact is basically on provision of basic needs to the youth and their close family members. This implies that apart from the basic needs, the income have hardly been able to cater for other developmental activities such as investments. Nevertheless, this impact cannot be underrated as it has significantly promoted youth livelihood and that of the community at large.

More so, it is worth noting that it is not without various challenges that these benefits have been realized. Just to mention, high production cost for example has been a great limit to the success of dairy business among the youth. In addition, lack of capital and land scarcity has also negatively impacted on the GDFCS effort towards youth employment. Finally, the study
resolved that the improvement and sustainability of the gains derived from GDFCS require an overall focus on the youth empowerment in social, economic and political grounds.

5.4 Recommendation

Community based initiatives can be of great help in addressing community challenges if only proper and well guided decisions are made with proper involvement of all the stakeholders. In many governments, private and non-governmental organizations, the youth have been left out in many of the major decision making and even in issues which concern them. The new constitution of Kenya proposes youth representation in all issues of development. It is therefore important that reforms are made in all sectors to harmonize this necessity. In reference to what was gathered during the research, it is the feeling of the researcher that GDFCS stakeholders’ involvement in decision making is barely felt. Therefore, it is only just if the stakeholders are brought on bond in the running of the society. In particular, the youth being part and parcel of the stakeholders require being involved. In so doing, the challenges hindering the realization of the society’s goals especially in addressing youth unemployment will be addressed effectively.

Secondly, we have learnt that production cost is a major challenge which obstructs realization of GDFCS goals in addressing youth unemployment. It does not make sense if a farmer obtains all is needed on the farm on credit and at the end of the day, make no profit at all. It is important, therefore, that GDFCS find a way of subsidizing the cost of materials and equipment that they supply to the farmers. It is the feeling of the researcher that it is not fair for the society to sell all the farm inputs to the farmers in the same price they are offered elsewhere, yet they are part and parcel of the society. Besides, the researcher believes that the society possess a bargaining power and therefore, acquires these products at a fair price on
wholesale. Otherwise, just as the respondents suggested, the society can as well install a food processor which will enable them supply food and animal feeds at a fair price. It is therefore just for the GDFCS to strive and subsidize the cost to the farmers to enable them reap better fruits of their work.

Growth should be a driving force for any organization with some prospective. From this study, we learn that sometimes, there is a limitation of registering new members to the society. Also, sometimes the supply of the raw material is higher than the demand thus going to waste just like in many other dairy co-operative societies. The researcher, therefore, feels that it is necessary for the society to expand in terms of equipment and machinery to be able to handle seasonal excess raw milk. This will also allow the society to accommodate more farmers to membership without limitation.

Though GDFCS provide loans to its members, the researcher learnt that acquiring business capital for a common youth is a challenge. A credit facility purposely for the youth was therefore recommended. To emphasize on this, it is the feeling of the researcher that as a community project, GDFCS need not only lend to its members but also other youth willing to start dairy farming or in other income generating activities. The society can even borrow funds from donors for adequate funding or even act as a financial intermediary to disburse youth development fund from the government. Through such an initiative, the youth will manage to start dairy farming or other related beneficial activities. GDFCS need to embark on promoting progress among the youth rather than mere utilization in dairy activities with only little benefit.
Of importance to note, is that GDFCS have embarked on promoting sporting activities and training members on HIV/AIDS issues as its community social responsibility. However, as a community project, GDFCS has a greater role in focusing on issues which impinge on the life of the youth such as crime, drug abuse, alcoholism and irresponsible sexual behaviour among others.

Furthermore, though the government has subsidized school fees in all levels of education, it was learnt that in Githunguri, there is a tradition of engaging and socializing the youth in dairy activities rather than school going. It is therefore important that a special consideration is given in sensitizing parents on the importance of education to enable them engage not only in dairy activities, but also in professional work.

On the same note, vocational trainings need to be encouraged especially for the youth who already dropped out of either primary or secondary school. As found out a significant number of youth have no additional technical skills. Though the government has increasingly supported technical training in youth polytechnics, many youth without technical skills have not yet been convinced on the importance of enrolling in these schools. Some of them still have the mentality of village polytechnics attended by failures. It is therefore important that the face of the polytechnics is rapidly changed and the youth be encouraged to enrol. GDFCS should also be involved not only to offering training on dairy farming but also a training that is more relevant and focused to the youth needs such as entrepreneurship training. This will go a long way in enabling them venture not only to dairy farming but also in other promising areas. The training should target all youth with business potential.
African Youth Charter, 2006


Community Capacity Building Initiative Report, 2005


Githunguri Dairies Newsletter, 2011

Githunguri Dairies Newsletter, 2012


Kazi Kwa Vijana Manual. 2010


Kenya National Youth Policy, 2005


MOYAS Report, 2009


USAID Kenya, 2008: Dairy Sector Competitiveness Program: Milk Shed Assessment and Small Business Organizations Needs Analysis, 6 23-C-00-08-00 020-00, Land O’Lakes, Inc.


Appendix 1: Githunguri Dairy and Community Sacco Ltd Advert

Tuesday, January 17, 2012

Githunguri Dairy and Community Sacco Ltd is a fast growing Institution offering financial services to its members with an aim of improving their daily livelihoods. We are based at Githunguri Town and we have three branches and a mobile unit within Kiambu County.

Vacancies are hereby announced for the following positions:

1. Operations Manager

Reporting to the Chief Executive Officer, he/she will be responsible for monitoring and facilitating smooth daily operations of the head office and branches. He/she should have the following minimum qualifications:

- Holder of diploma in Co-operative management or banking.
- Must be computer literate.
- Minimum working experience of 3 years in related field.
- Must be at least 30 years and above.

2. Assistant IT Officer

Reporting to the IT Manager, he/she will be responsible for assisting the IT Manager in implementing the society’s IT policies and performing system’s administrative roles. He/she must have the following minimum qualifications:

- Diploma in information technology or Computer Science from a reputable institution.
- N+ and A+ Certification will be an added advantage.
- Mean grade of C+ in K.C.S.E.
- At least 3 years’ experience in ICT related field.
- Outstanding professional competence in ICT and willingness to learn new technologies.
- Should be at least 25 years of age.

3. Administration Assistant

Reporting to the Chief Executive Officer, he/she will be responsible for Administration and Secretarial duties, clerical work and other office duties. He/she should have the following minimum qualifications:

- Holder of a Diploma in Secretarial.
- Must be computer literate.
• A diploma in public relations/ business administration will be an added advantage.
• Mean grade of C+ in K.C.S.E.
• Should have a minimum of 3 years working experience in related field.
• Must be at least 25 years of age.

4. Driver

Reporting to the Administration Assistant, the driver will be responsible of all travels related to Sacco business and other office work.

He/she will be required to maintain good condition of the Institution’s vehicle so as to ensure that it’s always in good condition for efficient services.

**He/she should have the following minimum qualification:** -

• A holder of at least high school certificate with a minimum grade of C (plain) in K.C.S.E
• A valid driving license classes B, C & E
• A certificate of good conduct
• At least 3 years working experience
• Must be 25 years and above
• Must be computer literate

If you are interested in any of the above posts, please send us your application letter enclosing C.V, copies of your academic and professional certificates and testimonials addressed to: -

**The Chairman**

**Githunguri Dairy and Community Sacco Ltd**

**P.O. Box 896-00216**

**Githunguri.**

So as to reach him on or before 30th January, 2012.

Shortlisted candidates will be contacted for subsequent interviews and selection.

Downloaded on 3rd July 2012 from,

http://jobsandcareersinkenya.blogspot.de/2012/01/githunguri-dairy-and-community-sacco.ht
Appendix 2: Interview guide for the Human Resource, Administrative Managers and a Field Officer

A: Consent Information

My name is Charity W. Githinji a postgraduate student in the Department of Sociology and Social Work, University of Nairobi. I am conducting a research to help understand how Githunguri Dairy Farmers Co-Operative Society has impacted on the livelihoods of the youth in Githunguri. Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law.

B: Personal Data

Name of the respondent (optional)...........................................................................................................

Sex Male □  Female □

Job title of respondent..................................................................................................................................

C: Question on Githunguri Dairy/Fresha

1. How long have you been working with GDFCS...........................................................

2. Out of the total number of persons employed in your workplace, roughly what percentages are:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above 35 years</td>
<td></td>
</tr>
<tr>
<td>Between 18-35 years</td>
<td></td>
</tr>
<tr>
<td>Below 18 years</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

3. Out of the total number of persons employed in your workplace, roughly what percentages of youth are in:

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative/professional workers</td>
<td></td>
</tr>
<tr>
<td>Technical and related workers</td>
<td></td>
</tr>
<tr>
<td>Manual/production workers</td>
<td></td>
</tr>
<tr>
<td>Other (specify)</td>
<td></td>
</tr>
</tbody>
</table>

73
4. Among the shareholders/ milk suppliers in GDFCS, what percentage are the youth?
(18-35yrs)..................................................................................................

5. What is your experience in working with the youth in your society.
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................................................................................................................................

6. What kinds of privileges are entitled to the youth associated with Githunguri Dairy?
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................................................................................................................................
................................................................................................................................
................................................................................................................................

7. What measures do you have in place to ensure that the youths continue enjoying these benefits?
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................................................................................................................................
................................................................................................................................

8. Please describe the challenges, the society is facing and explain what the society is doing to cope with these challenges?
................................................................................................................................
................................................................................................................................
................................................................................................................................
................................................................................................................................
My name is Charity W. Githinji a postgraduate student in the Department of Sociology and Social Work, University of Nairobi. I am conducting a research to help understand how Githunguri Dairy Farmers Co-Operative Society has impacted on the livelihoods of the youth in Githunguri. Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law.

B: Personal Data

Name of the respondent (optional) ..........................................................................................................

Age........................................................................................................................................

Sex Male □ female □

Place of residence (location) ............................................................................................................

C: Education Background

1. What is the highest level of regular education that you have successfully completed?

<table>
<thead>
<tr>
<th>Primary School</th>
<th>Secondary School</th>
<th>Technical College/A-Level</th>
<th>University</th>
<th>Other, Specify</th>
</tr>
</thead>
</table>

2. Did you receive any additional technical or vocational training that contributed to your skill level? (Apart from that listed above.)

Yes □

No □

If yes, specify.................................................................................................................................
D: Employment Background

1a) Which of the following activities best corresponds to what you are currently doing:

<table>
<thead>
<tr>
<th>Work for wage/salary with an employer (full or part-time) (if yes, answer 1b and lc)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-employed/own-account worker (if yes, answer lc)</td>
</tr>
<tr>
<td>Work as unpaid family member (work for family gain)</td>
</tr>
</tbody>
</table>

1b) If working for wage/salary, what is the name of the enterprise/organization that you work for?

1c) In which of the following ways are you associated to Githunguri Dairy? (Tick all applicable to you)

<table>
<thead>
<tr>
<th>Professional/Administrative/managerial</th>
</tr>
</thead>
<tbody>
<tr>
<td>technical and related worker</td>
</tr>
<tr>
<td>Clerical and related worker</td>
</tr>
<tr>
<td>Sales</td>
</tr>
<tr>
<td>Agricultural worker e.g. dairy farmer</td>
</tr>
<tr>
<td>Factory/production worker (including casual labourer)</td>
</tr>
<tr>
<td>Government/public e.g. agricultural extension officer</td>
</tr>
<tr>
<td>Paid/Unpaid family worker</td>
</tr>
<tr>
<td>Business e.g. agro vet, milk vendor, animal feeds</td>
</tr>
<tr>
<td>Student e.g. education/industrial attachment</td>
</tr>
<tr>
<td>Any Other (Please specify).............</td>
</tr>
</tbody>
</table>

2. Please rate the effectiveness of Githunguri Dairy in addressing youth unemployment in the scale below.

<table>
<thead>
<tr>
<th>excellent</th>
<th>good</th>
<th>fair</th>
<th>Below average</th>
</tr>
</thead>
</table>

3. What kind of benefits have you gained as a result of your association with Githunguri Dairy? Please list as many as you can.

4. What challenges do you experience in your association with Githunguri Dairy?

5. How best do you think that these challenges can be addressed in order to improve the society?
Appendix 4: Interview guide for the Opinion Leaders/Chiefs

A: Consent Information

My name is Charity W. Githinji a postgraduate student in the Department of Sociology and Social Work, University of Nairobi. I am conducting a research to help understand how Githunguri Dairy Farmers Co-Operative Society has impacted on the livelihoods of the youth in Githunguri. Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law.

B: Personal Data

Name of the respondent (optional)........................................................................................................
Sex Male □  Female Q
Title of respondent..................................................................................................................................

C: Questions on Impact of Githunguri Dairy Farmers’ Co-operative Society

1. Is youth unemployment a problem in Githunguri? Discuss its significance

2. How has GDFCS been involved in addressing youth unemployment?

3. What other problems and challenges confront the youth in this area?

4. Since the inception of GDFCS, what else has changed in other aspects such as food security, crime, education, health, etc

5. How do you think the involvement of GDFCS in addressing youth issues can be enhanced?

6. What measures do you think can be put in place to ensure that the benefits of GDFCS to the youth are sustained?
Appendix 5: Focus Group Discussion Guide for the Formal Youth Groups

1. How has GDFCS affected your life as a youth in Githunguri?

2. Is youth unemployment a problem in Githunguri? Discuss its significance.

3. Explain the role of GDFCS in addressing youth unemployment in Githunguri.

4. Discuss the challenges which are you facing in your work in relation to Githunguri Dairy?

5. How best can these challenges be addressed?

6. In your opinion, how can the gains derived from GDFCS be improved?

7. How can a community project such as GDFCS be sustained in order for the community especially the youth to reap maximum benefits?
Organic manure slipping to a farm

A youth farmer interviewed next to her cowshed
Appendix 6: Field Photos

Youths cutting fodder along Ruiru-Githunguri road.

Focus group discussion at Ngewa Location