

1 Introduction

1.1 Background to Consultancy

Magadi Soda Company (MSC) has long been a "good corporate neighbour" to the surrounding community in Magadi Division through supporting a range of initiatives and a number of stakeholders who play a part in implementing the latter. The Magadi Soda Expansion Project has provided the Company with the opportunity of enhancing its support to the local community in such a way that it becomes more strategic and more sustainable. The International Finance Corporation (IFC), the body funding the expansion project, also places considerable emphasis on the implementation of community development programmes that can be linked to and catalysed by projects that it finances.

To this end, MSC and IFC commissioned an 8-month consultancy, which commenced on 22 March, 2004, the objective of which is:

- the provision of an overall framework and guidance to Magadi Soda Company (and other stakeholders) on how best to take a proactive and consistent stance on community development initiatives

The main output of the consultancy is:

- a targeted community development plan prepared in accordance with the Terms of Reference (TOR).

The TOR are attached as Annex 1.

1.2 Approach and Methodology

The **Logical Framework Approach (LFA)** has been adopted for undertaking consultancy from its inception to its final output, the Community Development Plan (CDP). This has involved a situational analysis, an impact assessment, problem identification and problem analysis, opportunities and solutions analysis, the determination of a project strategy, and the preparation of a CDP Logical Framework Matrix.

To facilitate a comprehensive understanding of the Magadi community's livelihoods, the **Sustainable Livelihoods Framework (SLF)** has also been adopted throughout the planning process. This framework or approach analyses the dimensions of poverty through defining the *assets* which people need for a means of living in terms of different sorts of capital:

- human capital - skills, knowledge, information and channels of communication, health to be able to work;
- natural capital - access to land, water, environmental resources, etc.;
- financial capital - money, access to credit, savings, etc.;
- physical capital - shelter, energy, communications, etc.;
- social capital - networks of family and friends, membership of groups, upon which people draw in times of crisis and in pursuit of their livelihoods; and,
- political capital - access to political process and decision-making, access to wider institutions of society.

The SLF is used to generate information on these assets and to look at how the asset base of the poor or marginalised groups can be developed and used to overcome vulnerability.

Various participatory techniques have been utilised for information gathering to supplement the above approaches including the **participatory rural appraisal (PRA)** and the **Strengths, Weaknesses, Opportunities and Threats (SWOT)** method.¹

1.3 Structure of the Report

Following the introductory section, Section 2 focuses on an analysis of the socio-economic characteristics of the Magadi community, while Section 3 presents an analysis of the contextual framework of the current and future community development support. Section 4 provides a summary of the problems identified from the analyses in the two preceding chapters and sets out some potential opportunities for future support, as well as a proposed CDP strategy. Section 5 then presents a description of the proposed CDP. A description of the proposed arrangements for the implementation of the CDP including the organisational and administrative arrangements, the outline of a monitoring, reporting and evaluation system, and, an implementation strategy and scheduling is then given in Section 6.

¹ Samples of the various participatory tools are available from the CDP Consultancy Team.

2 Socio-economic Context

The following section provides an analysis of the socio-economic characteristics of the Maasai community of the Magadi Division, which has been undertaken through applying the sustainable livelihoods capital asset approach. This analysis is preceded by a brief presentation of the main geographic and demographic characteristics of the division and of the district of which it is a part.

2.1 Geographic and Demographic Characteristics

Geographic Characteristics

Magadi Division, one of the six administrative divisions of Kajiado District in the Rift Valley Province in southern Kenya, comprises an area of 2,749 square kilometres out of the 21,105 square kilometres covered by the district as a whole.

Magadi displays various topographical features of the Rift Valley, in which it is located, including the Nguruman Escarpment, a fault escarpment, and the Lakes Magadi and Natron, and Mount Suswa. Both lakes are endowed with soda ash deposits. The land varies in altitude from about 500 metres around Lake Magadi to about 1,500 metres in the Nguruman hills. The escarpment at Nguruman is the source for three permanent rivers in the division, namely, Sampu, Entasopia and Oloibortoto. The Ewaso Ng'iro River runs through the western side of the division. Closely associated with the topography is the vegetation of the area. For the most part, the division is open and wooded grassland, with the latter occurring in wetter locations.

The division has a bio-modal rainfall pattern. The "short rains" fall between October and December, the "long rains" between March and May. The average annual rainfall is strongly influenced by altitude with the highest rainfalls occurring around Nguruman location (about 1200 mm per annum) and the lowest around Lake Magadi (less than 500 mm per annum). An analysis of rainfall data for the two seasons show that most of the areas receive about 50% of the annual rainfall during the long rains and 30% during the short rains. Temperatures range from 34 degree Celsius around Lake Magadi to an average of 15 in the Nguruman hills.

The balance between rainfall, and evaporation and temperature influences vegetation growth through out the division. The central plain of Oldonyo Nyokie and Magadi is the driest with poor vegetation growth. Parts of Shompole and Nguruman are well vegetated due to low temperatures and higher rainfall. The limited rainfall and high potential evaporation ensure that the area is dry; hence, the division is classified as a semi-arid to arid area.

Demographic Characteristics

Magadi Division has a population of 20,112² out of a total estimated population figure for the district as a whole of 464,883 persons. Magadi is the least densely populated division in the district, with a population density of 9.5 persons per square kilometre, compared with 50 and 33.2 persons per square kilometre in Ngong and Isinya respectively.

The population structure for the district is youthful, with 24% of residents under 18 years. This structure is attributable to rapid natural growth, that is, growth of the indigenous population, and the youthful nature of immigrants and associated high

² District Statistics Officer Kajiado, 2000

birth rates. Population distribution by gender is fairly uniform although there are slightly more males than females.

The Magadi Division is predominantly occupied by the Maasai with non-Maasai mainly settled in the farmlands of Nguruman, Magadi Township and in other trading/market centres, the Magadi Soda Company particularly having attracted migrant labour from across the district and country.

Kajiado is the least poor district in Rift Valley Province and the second least poor in the country with an absolute poverty level of nearly 28% against a national poverty index of about 56%. The district has a food poverty level of approximately 25%, placing it the third last in food poverty in Kenya. However, it has serious pockets of absolute poverty especially in the interior of the district, as exemplified by Magadi Division, in which 9,122 persons, that is, about 45% of the population, live below the poverty line. By comparison, the poverty incidence in Ngong Division is only 11%.

2.2 Socio-economic Characteristics by Capital Assets

Human Capital

This refers to the skills, knowledge, information, health to be able to pursue different livelihood strategies.

Household Composition

Table 2.1 Population by Sex and Number of Households, Magadi Division, 1999

Division/Location/ Sub-Location	Male	Female	Total	Households
Magadi	10,326	9,786	20,112	4,406
Magadi	2,403	2,197	4,600	1,091
Magadi	1,922	1,621	3,543	862
Olkerei	481	576	1,057	229
Olkiramatian	3,909	3,525	7,434	1,635
Olkiramatian	449	461	910	138
Nguruman	1,028	822	1,850	376
Entasopia	1,395	1,119	2,514	633
Musenge	527	520	1,047	259
Oldorko	510	603	1,113	229
Oldonyo Nyoike	1,303	1,172	2,475	466
Oldonyo Nyoike	652	696	1,348	290
Koora	651	476	1,127	176
Shompole	2,711	2,892	5,603	1,214
Shompole	861	957	1,818	407
Pakase	742	647	1,389	286
Oloika	646	783	1,429	343
Lenkobei	462	505	967	178

Source: 1999 Population & Household Survey

Table 2.1 shows that, overall, there are slightly more males than females in the population and that the average household size is five. About 40% of the households are polygamous with some men having up to five wives each.

Source of Livelihood

The majority of the people of Magadi Division depend on livestock for their livelihood with a small population including immigrants relying on irrigation farming and the sale of horticultural produce along Entasopia, Oloibortoto and Pakase riverbeds. Other economic activities in the area include livestock trading and small trading enterprises.

A few alternative sources of livelihood apart from pastoralism are emerging; they include ecotourism with the eco-lodges located in Shompole and Oloika sub-locations, which are also in the process of developing other natural resource based enterprises e.g. beekeeping and handicraft sales.

*Health*³

The top nine causes of poor health in Magadi are, according to incidence per 100 persons for the year 1999, malaria (14/100), diseases of the respiratory system (13/100), skins diseases (4/100), diarrhoea (3/100), eye infection, urinary tract infection and intestinal worms (2/100 persons), sexually-transmitted diseases (STD) and pneumonia (1/100). Children under five year of age and pregnant mothers are at particularly high risk from malaria, which accounts for 30% and 39% of all outpatient visits respectively.

The epidemiology of malaria in Magadi is explained in part by the division's weather patterns. The division is hot and dry for most of the year, giving mosquitoes in swamps, irrigation canals and other stagnant water bodies ideal conditions for breeding. Inadequate awareness and community action on the prevention and control, a misunderstanding of the etiology of the disease and poor health-seeking behaviour compounds the risk of malaria infection among the residents of Magadi.

Respiratory diseases, on the other hand, are largely attributable to the poor ventilation in the *Enkang* - the Maasai house, which leads to smoke retention/retention of indoor pollutants (smoke particles and dust), and to congestion within the house. Women and children are at higher risk from indoor pollution as they spend more time in the house and are often closer to the sources of pollution, that is, fires and stoves.⁴

Other diseases related to poor housing, environment and hygiene standards are scabies, cholera, dysentery, tetanus, jiggers and lice. With few houses having pit latrines or sanitation facilities, most people dispose of human waste in nearby bushes, while others bury it in the ground. Lack of proper sanitation is, therefore, a health hazard especially in the rainy season when human waste is washed into rivers and streams, contaminating drinking water.

Trachoma is the second cause of blindness in Kenya contributing to approximately 19 % of avoidable blindness. Within Magadi Division, its prevalence is much higher reaching an estimated 59% and 11-28% for non-intervention and intervention areas respectively. Despite interventions by actors such as AMREF, the prevalence is still way above the minimum trachoma threshold of 10% recommended by World Health Organisation (WHO).

The findings of a recent study,⁵ which was conducted in three pastoralist districts including Kajiado and, in turn, Magadi, showed that the prevalence of HIV/Aids in the district was an estimated 4% compared to the national prevalence of 9.4% (NASCO, 2003). General HIV/AIDS awareness among the pastoral communities stands at nearly 80% against the national average of 97% as of 2003. The study

³ This section refers extensively to AMREF, 2004. *Magadi Integrated Health Programme (A Five-Year Plan: 2005-2009) Sustainable Health Care Through Capacity Building in Magadi Division, Kajiado* (Draft).

⁴ ITDG, 2000. *Challenges of Women in a Changing Society, Baseline Survey Magadi Division, Kajiado District*, Maasai Integrated Shelter Project.

⁵ ITDG 2004. *Impact of HIV/AIDS among Pastoral Communities in Kenya*, Study Findings and Recommendations, Futures Group Europe.

found pastoral communities are unwilling to admit to the presence and impact of HIV/AIDS with high stigmatization of victims and their families.

The presence of HIV/AIDS in pastoral communities has affected the livestock sector mainly by the reduction of stock through sales to cover medical care. The impact will undoubtedly escalate with any increase in infection levels. While it was not possible to isolate medical costs attributable to HIV/AIDS, the study established that medical expenditure has increased over recent years. On average, a household is spending between KShs.1,743 and 3,453 per year on medical care (compared with Ksh 300 in 2000 according to Magadi Division baseline survey). Taken against poverty incidences of 27% to 88% for the districts included in the survey, this translates into the consumption of two livestock units per household per year for medical care alone.

Cultural practices, inadequate access to information, weakening of desirable traditional structures, and in-migration of other cultural groups were seen as factors contributing to poor resistance and resilience to the impacts of HIV/AIDS. At the same time, responses to the HIV threat are still weak, underdeveloped, under-funded and poorly coordinated.

Maternal health has remained poor. Although accurate statistics for Magadi and Kajiado district as a whole are not available, it is estimated that the maternal mortality ratio for the latter is higher than the national estimate of 590 per 100,000 live births. Contributory factors are cultural practices such as food taboos, gender power imbalances, the low level of education among girls, female genital mutilation (FGM), and poor access to skilled birth attendance.

Children under five are predisposed to outbreaks of immunizable diseases such as measles, tuberculosis (TB), tetanus and whooping cough since there is both low immunization coverage and poor mother-child health monitoring in the division. The overall immunization coverage for Magadi is 63%, while that for measles is at 44.5% against the national target of 80%. The immunization drop-out rate is 21%.⁶ Evidence indicates that unfriendly attitudes by health workers, shortage of health personnel, poor transport and health infrastructure, erratic supplies of vaccines and inadequate cold chain storage are the main contributing factors to low immunization coverage. Other contributing factors include the nomadic way of life and some traditional practices and customs among the local community. Poor nutrition and inadequate growth monitoring may lead to malnutrition and delayed mental and physical development among children under five.

The reproductive health of adolescents and youth also continues to be a major health challenge. Contributory factors include harmful cultural practices that promote early sexual activity such as moranism, circumcision including FGM and forced marriages, and poor access to information and youth-friendly reproductive health services. High levels of sexual debut, teenage pregnancy, school drop-outs and resultant low level of education are manifestations of this health challenge for the girl child.

The choice of whether to seek treatment for health problems is dependent upon several factors including awareness of treatment, and access to medical care which, in turn, is related to availability, distance to travel to health facility, and affordability. The community also has its stock of indigenous knowledge about the treatment of a variety of illnesses such as malaria, fever, general pains or sicknesses, post-natal sickness, poisoning, etc., which is also used in some cases.

⁶ AMREF, 2004

Education

The level of education amongst the people of Magadi is low. The 2001 socio-economic survey of Olkiramatian and Shompole group ranches shows that the average years of formal education is less than 3.5 years implying less than the lower primary level of education is attained. Over 59% of the household heads had never gone to school and hence had no formal education; 19% of the other household heads were primary school certificate holders and only 3% have post-secondary education.⁷ Women heads of households had the least formal education. A reflection of the low level of education is the high rate of illiteracy which is prevalent throughout the division.

With the lowest number of primary schools in Kajiado District, Magadi Division also has the lowest pupil enrolment rate in the district, representing less than 3% of the total in 2000.⁸ Fewer girls are enrolled than boys - 35% compared with 65%. Although in general there has been an increase in enrolment of both boys and girls in primary schools, there was a drop in 2000, which can be associated with the drought that affected families in the division and the wider district. Enrolment rates are affected by various social, economic and cultural factors including the preference of parents to educate boys, distance to (and availability of) school, and early marriage in the case of the girl child.

The school drop-out rate is also of concern. Interestingly, rates for boys appear to be higher than for girls - 6.3% and 5.3% respectively for year 2000. This is probably mainly attributable to moranism and child labour used in herding. Poverty has also contributed to high drop-out rates, particularly when parents were unable to pay school fees, and associated costs. Girls drop out because of early marriage and pregnancy.

In 1995, only 143 students from the Magadi Division, 51 females and 92 males, were enrolled in secondary schools out of the 5,334 students in Kajiado District as a whole (42% female and 58% male).

In summary, lack of education and illiteracy are known to reduce people's ability to improve their livelihoods and take advantage of economic opportunities, and are often associated with increasing poverty. Evidence shows that poverty among households generally decreases as the household head's level of education increases.

Skills, Knowledge & Information

Essentially, education confers skills, knowledge and attitudes that increase the productivity of an individual. As concluded above, the Maasai community of Magadi is constrained in this respect.

Notwithstanding, the Maasai have a wealth of indigenous knowledge on how to deal with different problems facing them. Not only has this been used for the treatment of human diseases but local remedies are also applied for animal health. However, this traditional knowledge is fast disappearing due to the use of modern medicine and the demise of the older generation or practitioners.

⁷ ACC, 2001. *A Socioeconomic Survey and Economic Analysis of Land Use Options in Shompole and Olkiramatian Group Ranches - Magadi Division*. ITDG, 2000.

⁸ SARDEP, undated. *Poverty, Target Groups and Governance Environment in Kajiado District, Kenya*.

Gender Roles and Rights

While socio-economic and cultural changes are impacting upon the Maasai community with evidence of a growing appreciation of gender concerns, the differences in gender roles and rights remain intact and distinct. The livestock production economy, which is prevalent in most parts of Magadi, typifies this - a family enterprise with clearly defined gender roles with men as the key decision-makers, except for women-headed households, and owner of all the livestock, while livestock products like milk and manure, together with poultry and bees, belong to the women.

Men control about 70% of the family expenditure with women controlling about a 25% and other members of the family, mainly sons, control the rest. Women still control only a limited range of activities and have restricted access to decision-making in the community. They lack decision-making power on land tenure issues and rarely own productive resources such as land or livestock and trees. They have limited sources of income compounded by the inability to access markets for their products. Other challenges faced by women include constrained access to information and a paucity of resources to address issues such as sanitation in the homestead.

Natural Capital

This refers to the natural resource stock from which resource flows useful for livelihoods of this mainly cattle rearing community are derived. This includes land, pasture, livestock, water, soil, minerals, vegetation, and wildlife.⁹

Pasture and Livestock

The primary land-use in Magadi Division is livestock keeping. Cattle of the traditional Zebu type, which are highly adaptable to the local climatic conditions, sheep and goats are the main animals kept. Diversification of stock has occurred with the introduction of camels a decade or so ago, poultry and bees. Although with initial resistance by the community, camels have gained popularity and have steadily increased in numbers due to their resilience to the dry conditions in the division and to their high milk yields which are sustained in periods of drought. Indeed, the camel is said to have saved families from starvation during the last prolonged drought of 2000. The cost of acquiring them is, however, prohibitive with the community often requiring support from external agencies, such as the former SARDEP, to do so.

The livestock census carried out in 2000 counted 25,698 cattle, 46,833 goats and 58,013 sheep in Magadi Division, reflecting a drop of between 34-40% over the figures for the previous year, due to the ongoing drought at that time. During this period, per capita livestock numbers fell from 8 in 1999 to 4 in 2000.

The best pastures are found on the plains areas, particularly on the lower plains of the Ewaso Ng'iro and the areas with better soil cover on Ol Keri and Ol Donyo Nyoike.

The livestock production systems in Magadi include group ranches, which are predominant, individual ranches and individual parcels. There are four group ranches in Magadi ranging from between 3,000 and 15,000 ha in size. Magadi Division together with Loitokitok Division has the lowest number of animal per square kilometre due mainly to the low carrying capacity of the areas.

⁹ This section refers extensively to CDC, 2002. *Realising the Economic Development and Poverty Alleviation Potential of Nature in Magadi*, Ol Donyo Nyoike, Ol Keri, Olkiramatian & Shompole Group Ranches, DFID Eastern Africa, Nairobi, Kenya.

One of the constraining factors to the livestock system is that the most palatable grasses, the so-called “long rains” grasses which only grow after a sustained wet period, are increasingly difficult to find. Animal diseases are another constraining factor. The major killer diseases are tick borne diseases, the East Coast Fever (ECF), for example. Tsetse fly infestation is also common in the more densely wooded areas. In the past, herds have been depleted through rinderpest and Contagious Bovine Pleuro Pneumonia (CBPP). Droughts have also accounted for substantial livestock losses, as indicated above.

At present, some 225,000 acres of the land constitutes the Magadi Concession Area (MCA), which Magadi Soda Company holds under leasehold from the government to “safeguard” the soda ash and salt production process. The lease, which was renewed in 2004 and extends until 2032, obligates the company to allow local Maasai to graze their cattle within the MCA and to access salt and minerals in Lake Magadi for their personal, non-commercial use. The community has been pressurising the company to reduce the size of the MCA and allow it to utilise the rest. The company itself feels that it requires about 50,000 acres but the current leasehold agreement does not permit sub-letting to third party (including to the community). The company is discussing the best way forward with national and local government and community leaders.

Water

Water sources in Magadi Division are limited. The Ewaso Ng'iro River runs through Oldonyo Nyoike, Olkiramatian and Shompole locations. The Nguruman Escarpment is the source for three rivers - Sampu, Entasopia and Oloibortoto. These rivers are a permanent and valuable source of water which is used mainly for irrigation by the farming communities in Nguruman and Pakase, for fishing, and for human and livestock consumption. Where irrigated agriculture is being practised, over-extraction is becoming an issue.

Apart from those noted above, there are no other perennial surface-water sources available in the area. Additionally, in most places, ground water is saline, resulting in a severe water problem in the division particularly in Oldonyo Nyoike and Ol Keri. The people living in these locations have to rely on semi-permanent, seasonal sources and a few man-made ones such as rock catchments and shallow wells. Rainwater harvesting is not practised through the lack of “know-how”. Natural scarcity is compounded by the competing uses of water; when it is limited, livestock needs normally take precedence over human domestic needs.

Other Natural/Environmental Resources

The better alluvial soils together with access to a permanent water supply and higher rainfalls has led to people of Olkiramatian and Shompole locations who live near the Nguruman Escarpment to diversify their sources of income and take up rain-fed and irrigation agriculture. Both subsistence and commercial farming is undertaken. Substantial numbers of land users are tenants who lease land from livestock-oriented owners. This has discouraged sustainable development of the land or long-term investment in the farming activity: a decline in soil fertility is one consequence of the former. Apart from maize and beans, horticultural crops farmed include onions, tomatoes and Asian vegetables (karella, okra, brinjal, and chillies). Asian vegetables are produced for export while other crops are grown for the Nairobi and Mombasa markets.

Loss of soil fertility is also associated with high grazing pressure.

Lake Magadi is endowed with highly concentrated soda ash deposits which are commercially exploited by MSC for use in glass manufacture. Salt is also produced for domestic consumption. As indicated above, the local Maasai have access to the salt, which is a valuable commodity for them as livestock keepers.

The bushed and wooded grassland covering much of the Magadi Division has been a valuable resource for the local people. Productive uses of trees, bushes, and plants include building material, fodder, fuelwood, charcoal, and traditional medicine. The findings of various recent studies and the PRA indicate that these resources are under pressure. For instance, with no gazetted forests in the division, there are no controls over the utilisation of trees. There are already concerns about the possible destruction of the vital catchments on the Nguruman Escarpment and declining tree cover generally. The “disappearance” of the Oldorko tree, one of the main sources of building material, was cited which impacts negatively upon women who now have to trek further to obtain a supply extending the time it takes them to complete one housing unit - now three to four months. Similarly, with fuelwood also becoming scarcer, the distances walked by the female members of the community to collect it becoming longer.

The loss of trees for charcoal production is particularly noticeable in the Oldonyo Nyoike and Ol Keri locations where there is access to the all-weather road to Nairobi and hence to markets. Such destruction tends to occur in parts of the division inhabited by poorer residents who have few other means of livelihood. The natural resources in Oldonyo Nyoike are being further uncontrollably depleted by the regular collection of wood by the General Services Unit based at its camp in the location.

Traditionally, the bark, root and fruit of Osokonoi, Marijoi and Seketet trees are used to treat common diseases like anasoplasmosis and pneumonia. Again, loss of such trees reduces the use of local and affordable remedies, although other factors as noted above also contribute to the latter.

Wildlife and Tourism Resources¹⁰

Magadi Division has traditionally had significant wildlife populations - the pastoral grazing plains being their main habitat. As well as being a contiguous part of the greater Seregenti-Mara ecosystem with wildlife moving freely into Magadi up from Serengeti and through Natron, it is also a dispersal area for Nairobi National Park. Wildebeest, giraffe and zebra are the major species with other species, such as baboon, buffalo, cheetah, elephant, lion, ostrich and wild dog, also being recorded. Local perceptions are that numbers are declining, however. It is likely that isolated populations of other species of mammals and of birds, reptiles and butterflies, exist in the area, which is still uncharted in many parts. The extensive landscapes and scenery of the Southern Rift Valley, mountains and hot springs are amongst other valuable natural resources which the area has to offer.

It is only in recent years that the Maasai community have recognised that this natural capital could be utilised as a means of improving their livelihoods. But there is some ambivalence in this respect particularly with regard to wildlife - human-wildlife conflict was identified as a serious problem during the PRA. Wildlife animals are seen as vectors of disease via the tsetse fly particularly, predators, and competitors for water in relation to their livestock, and to themselves, as well as destroying their crops and structures such as dams and fences.

¹⁰ This section refers extensively to CDC, 2002.

A more positive attitude towards the potential of their natural resources has been developed through the establishment on a private-group ranch/community partnership basis of an eco-tourism lodge and associated large conservation area in Shompole, the latter being set aside from other activities such as livestock grazing. Benefits are beginning to flow to the local community from the initiative but continued capacity-building will be required to ensure its sustainability. The project has had a demonstration effect as well with another eco-tourism facility being established around Pakase and with strong interest from the Oldonyo Nyoike and Ol Keri Group Ranches to do likewise. A lesson learnt with regard to the community's participation in conservation is the need to link it with an income-generating opportunity.

Community Resources

The natural resources which are available to the community are, in large part, an integral part of the group ranch system of land management. As the institutional analysis below will show, the latter is not without its problems; however, it does offer a way forward for the potential of the natural capital to be realised on a communal basis.

Financial Capital

Financial capital refers to the financial resources which people use to achieve their livelihood strategies/available to people providing them with different livelihood options. It not only consists of cash, savings and remittances from employment but also access to productive assets, credit and markets, and the ability to quickly and easily convert other assets such as cattle and beadwork into cash.

Overall, 67% of the residents of Magadi Division derive their incomes from pastoralism, 24% from crop farming, 6% from business and 3% from employment. Table 2.2 shows how the main source of income, pastoralism, is in some cases combined with others. Thus, nearly 30% of the residents derive their income solely from the sale of livestock with an additional 40% deriving their incomes from sale of livestock and livestock products (milk, meat, hides, skins, manure and bones).

Table 2.2 Main Sources of Income in Magadi Division

Income Source/Combination	Frequency	%
Sale of livestock	66	27.7
Sale of livestock and livestock products	103	43.3
Sale of livestock and crop	17	7.1
Sale of crops	14	5.9
Fishing	4	1.7
Sale of livestock and employment	15	6.3
Other combination	19	8.0
Total	238	100.0

Source: ITDG Baseline Survey, Magadi Division, Kajiado District, 2000

There are some variations between the locations with 86% of the population in Oldonyo Nyoike, 95% in Magadi and 80% in Shompole deriving their income from pastoralism. The main source of income for the residents of Olkiramatian is crop farming, which accounts for 79% of total income. Sheep and goats are kept for subsistence purposes and are regarded as a *current account* while the cattle form the *traditional savings account*.

Sale of cattle takes place at the division's three livestock markets but only Oldonyo Nyokie is both a primary and tertiary market which receives livestock from the local and other primary markets, and which serves traders from Nairobi. However, most livestock is sold outside the division. Current marketing operations are not yet run on

a commercial or economically efficient basis. The markets have, however, provided some additional economic opportunities, for example, the collection of cess from livestock sales, and the selling of food by women to the market traders.

Although horticultural farming has become the main source of income for communities of Nguruman and Pakase, marketing through middlemen has reduced the amount of money that could be earned by the primary producers from the export of vegetables. This situation is compounded by poor access roads and lack of cold storage facilities.

Employment with Magadi Soda Company offers another source of income for some of the local community although this is limited by the low education and skills level available. Company employment policy has a preference for locals in the recruitment of casual jobs, with 75% of casual workers at the soda ash plant and 100% at the salt plant having to be locals. The company has also contracted-out cleaning services in its offices and the Magadi Township to the local community, as well as supporting other income-generation activities.

Opportunities for diversifying the economic base that are being taken up include eco-tourism, bee-keeping although this is not yet practised on a commercial basis, and handicrafts and souvenirs. Micro-enterprise development activities such as goat-rearing, stitching and treating of mosquito nets, house construction, which have been supported under MIDPP, have facilitated women and youth groups particularly to earn some income.

The community is further constrained in exploiting more fully its financial capital as it lacks access to credit facilities. Financial services, such as banking and savings services, in Magadi are under-developed; for instance, there are no micro-credit lending institutions to facilitate the expansion of micro-enterprise development. The horticulture/agriculture farming communities, for instance, travel to a bank in Karen to deposit their earnings.

Physical Capital

This refers to the basic infrastructure including transport/roads, shelter, schools, telecommunications, energy, health clinics, market places, meeting places, water supply, etc. and the production equipment and means that enable people to pursue their livelihoods.

Water and Sanitation

Without the provision of various water sources by MSC, access to water for many in the community is lacking. The water source points which are available are as follows:

- 4 boreholes (generally non-functioning or poorly maintained)
- 13 dams
- 10 pans
- 6 shallow wells
- 20 springs
- 42 wells with taped water systems available in two localities
- several water tanks (including e.g. two in Tiasilal)
- several cattle dip and crushes (most of which are non-functional).

In addition, there are the 9 watering points at various locations along the 35-km pipeline from Nguruman escarpment to Magadi Township provided by MSC, which also supplies piped water to Iparakuo Primary School located about 12 kms. from the town. Communities along the Magadi-Kajiado railway line obtain water through a

rail tank supply provided three times a week by MSC, which also supplies a road water supply in Ondonyo Nyokie along the Magadi-Nairobi road daily. The company also undertakes regular maintenance of the Olekaiteriori, Sampu and Tiasilal water pipelines.

Sanitation facilities are limited. Very few houses have pit latrines or sanitation facilities; those that do are concentrated in the areas around Magadi, Nguruman, Magadi and other trading centres.

Transport and Communications

Apart from the principal Magadi-Kiserian road, which is sealed and regularly maintained by MSC, the road network in the division is dilapidated and poorly maintained. Feeder roads to the hinterland of the division are hardly ever graded, although MSC has also done considerable work in maintaining the road to Nguruman, and bush growth or floods have closed some. Access to Pakase is cut off in the rainy season when the rivers and streams to Lake Natron flood. Under the improved transport and infrastructure component of MIDPP, labour-based techniques have been applied to facilitate the community to repair erosion damage on major feeder roads and to construct drifts at water channel crossing points.

Modes of transport have also been extremely limited. MIDPP has been successful in enhancing the use of donkey transport particularly for transporting water and firewood, while village transport services using bicycles have been established in a number of localities.

Health Care Facilities

Recent statistics show that there are only six public health care facilities, the Entasopia Health Centre and five dispensaries, and one private facility, the Magadi Hospital, available to the community to use. This appears to put Magadi in the position of being the least well-served division in Kajiado district for health care facilities. Furthermore, for about half of the population of 20,000 access is difficult involving a journey of over 30 kms. compared to a national average of about 6 kms.

Currently, the local community comprise 60% of outpatients and 75% of inpatients at the Magadi Hospital, which was originally established to serve company employees. Although the services are highly subsidised by the MSC, most patients cannot afford to pay for them given their low level of incomes.

Schools

The community has very limited access to educational facilities. Magadi Division has the lowest number of primary schools in Kajiado District - only eight, which represents a mere 4% of the total number in the district. One of these is the Magadi Primary School, the facilities of which and those of the Magadi Secondary School, the Magadi Pre-school and Junior School, are provided and maintained by the MSC. A new secondary school is being constructed at Olkiramatian as a partnership project between the community, a UK charitable trust, and the company.

Despite the efforts of different agencies, such as those participating in MIDPP, to provide schoolbooks, desks and classrooms, educational infrastructure in the division remains wholly deficient. The shortfall is so severe that even the seven partner agencies in the MIDPP partnership could not adequately cater for all the demand for improved education infrastructure, especially classrooms, which require sizable capital inputs.

Housing

About two thirds of the households live in temporary dwellings - the traditional *Enkags*, a few have semi-permanent houses with an even smaller number of permanent ones in wetter zones of Nguruman and Pakase. The *Enkag* is a mud-walled house with a mud and grass-thatched roof built around a frame of poles from the Oldorko tree. The implications for women, the chief house builders, of the disappearance of the Oldorko tree, have been pointed out previously. The health risks posed by the poor design of the *Enkag* have also been noted above.

In areas like Oldonyo Nyoike and Loodokilani, the *Enkag*, dominate while Magadi has a combination of the *Enkags*, timber houses with iron-sheet or *mabati* roofing, and *mabati* sheet and stone houses. There is a slow rate of transformation from the traditional housing system to modern housing in most parts of the division.

Markets

There are three livestock markets in the division at Shompole, Oldonyo Nyokie and Olkiramatian. Although poorly maintained by the County Council, the SLF impact assessment carried out on the first two of these markets indicated the importance of these facilities to the community bringing benefits not only with regard to *financial capital* through increased income from livestock sales but also to *human capital* through the use of the cess for school bursaries and *social capital* with the market providing a meeting place and social contact for families normally living far away.

In summary, the constraints on existing physical assets are many. Access to infrastructural services is limited by the very low level of government provision and the uneven spatial distribution of such. Moreover, existing infrastructure provided by government, especially schools and water systems, is poorly maintained. There are few environmentally sustainable building materials readily available.

Social Capital

Social capital encompasses the social resources - networks of family and friends, membership of groups, relationships of trust, upon which people draw in times of crisis and in pursuit of livelihoods.

The four group ranches, one based in each of the four locations, are the predominant social institution in the community although membership is highly skewed towards men. The members of a group when first registered were usually heads of households and therefore almost always male; sons of the head of household usually inherit membership. The number of women members remains negligible. The extent to which women and, to a lesser degree, youth, can draw on this form of social capital is, therefore, limited.

Numerous community-based organisations have been formed over the past two decades or so in Magadi, although a high proportion of them are currently dormant. Women-only groups predominate in terms of numbers and level of activity. There are more than 50 registered women groups in Magadi, which are further divided into sub-groups resulting in over 100 formal groups. Amongst the half that are active, members are engaged in livestock-related activities including buying and selling of goats for income generation, posho milling, shelter improvement and rotational saving schemes, known locally as “merry-go-rounds”. Material support and anticipated profit are the main motivations to enter and remain in such groups. It is estimated that almost three-quarters of members get regular incomes or material support from their participation.

Women groups are also concerned with welfare activities including creating awareness on girl child education and HIV/Aids and sometimes preventing school-going young girls from being married off by their fathers against their will.

Other general challenges facing community-based organisations include poor flow of information to community based groups and the lack of linkages to external partners and agencies.

Political Capital

This refers to people's access to wider political and decision-making process and to wider institutions of society, from which support can be sought.

The Magadi community members' access to the local political and decision-making process is through their four ward councillors, whom they elect to represent them in the Olkejuado County Council. However, an efficient, democratic system of local government has not functioned in Kenya for many years; citizens have been inadequately represented by their councillors and poorly served in terms of the level and quality of services available. While there is a move to a more participatory form of local government, there are few mechanisms yet in place which will facilitate greater involvement by the public in the local decision-making process.

Access to the national political and decision-making process by the Magadi community is through the Member of Parliament. Views expressed during the participatory exercises showed that this link was also weak.

The community is also constrained in respect of its links with wider institutions in society. There are a limited number of NGOs operating in Magadi; only a few external development partners to date have supported development in the area.

Conclusions

The analysis of the socio-economic characteristics by capital asset clearly shows that the assets which the community living in Magadi Division have available to support their livelihoods are weak and vulnerable. In terms of *human capital*, this is reflected, for instance, in the low educational levels reached, continued low enrolment rates in primary school especially in the case of girls, high dropout rates, all of which in turn contribute to the low level of skills available in the community. The ability of the community to exploit its human capital is, in turn, affected by the limited access that it has to basic services and facilities in the area. With the low level of provision of schools, health clinics, water supply, sanitation, roads and so forth in Magadi, the community's *physical capital asset* is weak.

With regard to *natural capital*, the Magadi area is well endowed with a variety of valuable natural resources - pasture, livestock, water, vegetation, wildlife - and landscapes and scenery. While providing a source of livelihood for most members of the community, the resources are vulnerable to natural factors such as drought, over-utilisation and poor management by local people through their lack of requisite skills and knowledge (*human capital*). Lack of enterprise development skills, for example, may also hinder the community from pursuing new development opportunities using its *natural capital asset*. In turn, it is evident that enterprise development is hindered by the absence of credit facilities in the area, an aspect of *financial capital*. Finally, the development of new *social capital* within the community is progressing slowly limiting its ability to have a "strong voice" whereby it can forge links with national policy-making and development processes and with the wider institutions of society and minimise its marginalised status, which represent *political capital*.

From the information generated on the community's assets through applying the sustainable livelihoods framework (SLF), it has then been possible to look at how the asset base can be enhanced to reduce vulnerabilities and to achieve more sustainable livelihoods, as taken forward in the formulation of the CDP.

3 Contextual Framework

Community development in the pastoralist area of Magadi Division takes place within and is influenced by the prevailing institutional, policy and legal framework. A brief review of this framework has been undertaken to ascertain how it influences development in the area currently, how it may impact upon the proposed Community Development Plan and whether there may be opportunities through the CDP to address the challenges which may arise from it.

3.1 Institutional Framework

The institutional framework in which community development in the pastoralist area of Magadi Division takes place comprises a wide range of stakeholders both local and national. The following provides a brief review of the current roles of the **main** stakeholders concerned with an assessment of their future potential roles in relation to the CDP. It is based on the findings of a series of activities undertaken during the course of the consultancy, namely, an initial stakeholder analysis, a Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise conducted with a cross-section of local stakeholders,¹¹ the institutional mapping exercise of the Participatory Rural Appraisal as summarised in Figure 2 below, and the meetings held to explore opportunities for synergies with other community-based development in the area with such stakeholders as aid agencies and implementing bodies and for their possible collaboration on the future CDP.

The Maasai Community

Clearly, the Maasai community, particularly when viewed within the context of the four group ranches (see below), is a significant stakeholder group in relation to the local development process. However, as concluded in the socio-economic analysis, it is hindered in playing this role in view of low educational levels, a high rate of illiteracy, low skill base, entrenched cultural values, and other factors concerning human capital. Notwithstanding, progressively through its involvement in local development initiatives generally via membership of community based organisations, the community is becoming more empowered. In other words, there is latent capacity within the community for it to play a stronger role.

Community Based Organisations

While numerous community based organisations have been established in Magadi over the past two decades, the potential of this form of social capital has not yet been tapped in relation to improving community livelihoods. A high proportion of the groups are dormant without on-going activities; in other cases, they are characterised by unsustainable or weak organisational structures, lack of transparency, weak leadership, poor management, limited skills for running the group or managing group resources, and for mobilising resources, and a general lack of capacity. Furthermore, few linkages or relationships between the different groups exist - indeed, currently, there are no coordinating mechanisms through which synergy between the numerous local groups could be created, whereby their potential could also be exploited for the benefit of the community within the division as a whole.

Such problems are typical of small groups and reflect those identified by the representatives of the Women's Groups' participating in the SWOT. The *weaknesses* which they recognised as adversely affecting their groups' operations include: high level of illiteracy; lack of coherence or unity; inadequate knowledge of

¹¹ See Table 3.1, and Table 3.2 and Table 3.3 for the results of the SWOT exercise in Annex 3.

human rights; little time to engage in development activities as spend too much time in search of water; few personal resources; poor housing; lack of appropriate employment opportunities. On the other hand, they revealed the type of *strengths* which they perceive their groups have in relation to community development: honesty; a high level of concern for development and family welfare; a high sense of ownership of the community development process; empathy and understanding; and, commitment and voluntary service through which they are able to mobilise resources.

At divisional level, the Magadi Division Development Programme (MADDEP) is an association with legal status, which comprises representatives of several CBOs and other community groups, such as youth, farmers associations, the disabled, from all four locations of the division. It was set up in 2002 by SNV to take over the development activities of SARDEP in the division on the latter's withdrawal exit but has largely been dormant since then with few resources or capacity to operate. MADDEP is, however, the only indigenous CBO with division-wide representation and coverage, which could be tapped in future in relation to the CDP.

What the above suggests is that with training and capacity building in group formation, organisation, management, resource mobilisation, and so forth, CBOs offer an appropriate avenue through which to channel community development initiatives. Indeed, it is a proven good practice to build capacity through people's membership of community based structures which are engaged in some development initiative or another.

Group Ranches¹²

The primary community-based organisation in Magadi is the group ranch, of which there are four - Oldonyo Nyoike, Ol Keri, Shompole and Olkiramatian. The group ranch is an enterprise involving a group of people who jointly have freehold title to an area of land, on which they maintain individual stock ownership while herding collectively. Each of the group ranches in Magadi is responsible for common property management in their respective area surrounding Lake Magadi and comprises a membership made up of the heads of each household in the group ranch area; elected group representatives who together are the legally recognised corporate body that lies at the core of a group ranch as an institution; plus elected Group Ranch Committees (GRCs) responsible for managing the affairs of the group ranch. Such bodies are registered with the Ministry of Lands and Human Settlements and operate in accordance with two Acts of Parliament (see Legislative Framework).

Under the collective group representative system, the ranches own most of the land in the division and, as such, could be considered as constituting the strongest institutional influence in Magadi. However, it is evident that the contribution to sustainable development and poverty reduction amongst the membership of this institutional stakeholder has not been effectively harnessed. Internal problems and the lack of an enabling environment for nature-based economic development are amongst factors which have contributed to this. The *weaknesses* identified by members of the group ranches who participated in the SWOT illustrate the former: high levels of illiteracy among members; inadequate technical skills; and poor infrastructure such as roads and telecommunications. Traditionally, women and youth are significantly under-represented in the group ranch structure and decision-making processes.

¹² Information on group ranches sourced from CDC, 2002.

On the other hand, some of the identified *strengths* of the group ranches are that they legally recognised entities; they are organised; they have human resources or labour albeit unskilled; and they have ownership of natural resources including land, water, sand, stones, wildlife and forest. Again, they provide a group structure through which community development initiatives can channelled.

In conclusion, it is considered that, through capacity building, the potential of this stakeholder in relation to future community development could be effectively exploited.

Non-Governmental Organisations and other Civil Society Organisations

Non-governmental organisations - local, national and international - and other civil society organisations in Kenya have played an increasingly significant part in supporting disadvantaged communities over recent years. This is much the case in Magadi although the number of such organisations active in the area, particularly local NGOs, is relatively small. Local organisations include the Entasopia Community Development Programme (ECDP), a local NGO set up to promote health development in the Olkiramatian location of Magadi; the Magadi Multi-purpose Co-operative Society; Dupoto e Maa, a Kajiado-based pastoralist education and welfare organisation; the Kajiado Wildlife Forum; the Kajiado Community Trust Fund set up by Dutch Development Cooperation (SNV) to continue with its development agenda in the district as a whole, previously through the Semi-Arid Rural Development Programme (SARDEP).

The African Medical & Research Foundation (AMREF); Intermediate Technology Development Group-Eastern Africa (ITDG-EA), the lead agency on the Maasai Integrated Development Partnership Project; the African Conservation Centre (ACC), which has concentrated on supporting ecotourism development and conservation in Shompole and, to a lesser extent, Olkiramatian locations; and Conservation Development Centre (CDC), which has worked with the group ranches in the other two locations; and, SNV are the main national/international development NGOs active in the division. Other agencies include Kenya Trypanosomiasis Research Institute (KETRI) and the International Centre for Insect Physiology and Ecology (ICIPE), both of which have field stations in Olkiramatian; until recently, Rotary Doctors; and, the World Food Programme.

Religious organisations include the Anglican Church in Kenya (ACK), the Catholic Church, the Presbyterian Church of East Africa (PCEA). In addition to meeting the spiritual needs of the people in Magadi, such organisations support adult education, construct schools, and provide relief and emergency supplies. Their support is perceived as being more welfare-oriented than developmental.

A noticeable feature of NGOs generally has been the limited degree of coordination and collaboration between them, and between them and the state. Such tendencies are now being reversed, however, with partnership approaches and arrangements now becoming more common. In Magadi Division, this has been exemplified by the Maasai Integrated Development Partnership Project (MIDPP) with AMREF, SARDEP, ITDG, Dupoto e Maa and MSC jointly implementing the project in collaboration with the community.

Other *strengths* identified by NGOs participating in the SWOT include: capacity for proposal writing; ability to source funds; improved transparency and accountability; ability to network; and ability to work with grassroots in order to address local felt needs. Perceived *weaknesses*, on the other hand, focused on the lack of a coherent

policy on collaboration and coordination for initiatives like the CDP and of an adequate two-way communication process between such organisations and local communities.

In conclusion, the civil society/non-governmental organisations noted above have been filling a vacuum created by state authorities and are likely to continue to do so for the foreseeable future. They have a number of comparative advantages in working with marginalised communities such as the application of participatory methods and innovative approaches, which can be used to supplement and complement the efforts of the private and government sectors. Through linking them into a strategic planning process, they can play an enhanced role in facilitating community development.

Local Government

Olkejuado County Council has wide-ranging powers to provide or cause the provision of a variety of services under the Local Government Act (Cap 265) but, as with local government authorities generally throughout Kenya, it is faced with many problems which affect its ability to perform accordingly. Perceived problems or *weaknesses* include: inadequate trust with other development partners such as NGOs; insubordination on the part of council leaders; destructive and negative politics; the vast size of its wards; and lack of “facilitation” such as transport. A particular shortcoming related to the council’s role in the development of the livestock sector in Magadi Division. Although it has a livestock sub-committee responsible for the provision and maintenance of services including boreholes, markets and holding grounds, services which have often originally been put in place by the government’s department of livestock development, the Council has been poor at fulfilling these responsibilities to the detriment of the pastoralists.

Ongoing local government reforms are slowly beginning to address some of the problems affecting local authority operations. One recent change of particular relevance to the CDP is the introduction of a consultative planning and budgeting process whereby a local authority is required to prepare a Local Authority Service Delivery Action Plan (LASDAP) with the participation of local citizens and communities. Through this process, projects are identified which are then funded through monies received under the Local Authorities Transfer Fund (LATF), a new form of fiscal transfer from central to local government.

In the case of OCC, some specific *strengths* were identified during the SWOT, as follows:

- capacity to mobilise community and donors
- ability to co-finance projects using the LATF funds
- ability to influence the use of constituency development funds (CDF)
- ability to articulate the views and aspirations of the constituents (electorate/local communities)
- availability of an educational bursary at ward level.

Furthermore, unlike many local authorities, OCC has a number of different sources of revenue available to it from soda ash mining, tourism, etc. As indicated above indicates, the council is also working with other partners with regard to local development and service provision, which could be further exploited in relation to the CDP, particularly through LASDAP/LATF.

Divisional Administration/The Sub-District Development Committee

The administration of central government affairs including security and development planning in Magadi is undertaken through the provincial and district administrative system which reaches down to communities through the district officer (DO) at divisional level, four chiefs at location level and 13 assistant chiefs at sub-location levels. The DO for Magadi, who is based in Olkiramatian, is thus responsible for divisional affairs and coordinates the activities of the different line ministries, which are being carried out by their divisional level staff. However, with limited development and recurrent resources being available for the latter, the scope and coverage of such activities is constrained.

Linked to the different levels of the administration is a development planning committee structure, which was introduced in 1983 to de-concentrate planning responsibilities to bring them closer to the point of implementation and to the people who were being planned for. In Magadi, there is a relatively active Sub-District Development Committee (more usually titled the Divisional Development Committee), of which the DO is secretary, but the efficacy of the lower level committees is questionable. Indeed, overall, there are few tangible development outcomes in evidence at the community level of this system.

Similar *weaknesses* were acknowledged in the SWOT session, with the following being highlighted: inadequate logistics (facilities, equipment, vehicles); financial and budgetary constraints; limited number of personnel; negative attitude and low motivation among personnel; not conversant with current development agenda or trends; lack of information on government policies; and, involvement in local politics. Another constraining factor was the inaccessibility of the divisional headquarters where the DO is located and which provides the venue for the Sub-DDC.

Nevertheless, perceived *strengths* of the administrative set-up were its coordinating functions, its authority and ability to mobilise communities, its skilled personnel, and its permanent presence at all levels. Furthermore, not only is the Sub-DDC a legal entity but it was also seen as an appropriate structure providing links with communities. It is from these two aspects that the potential role of the Sub-DDC can be envisaged in relation to the CDP.

National Government

As shown above, the line ministries of national government have a presence in Magadi through their divisional staff based at Olkiramatian. However, neither in terms of ensuring that services are provided or development needs are met has the national government been effective in Magadi.

As public sector reforms begin to take effect with the adoption of more inclusive and participatory approaches to development planning, of partnership arrangements to service delivery, and with the provision of a more enabling policy and legislative framework, it is anticipated that the national government will begin to play a stronger, more proactive role in marginalised areas, such as pastoral areas, than hitherto.

Kenya Wildlife Service¹³

Kenya Wildlife Service (KWS) is a government parastatal organisation established in 1989 to protect and conserve wildlife in the country, both within protected areas and in other privately-owned and community-held areas. The organisation's strategy in relation to the latter areas, such as Magadi, is "to establish wildlife as a land-use

¹³ Information on KWS sourced from CDC, 2002.

alternative in areas outside the protected national parks and reserves” to be achieved largely through the extension services provided by its Community Wildlife Service.

KWS’s permanent presence in the Magadi Division is limited to a ranger outpost in Olkiramatian falling within the jurisdiction of the Senior Warden of Nairobi National Park. This post undertakes some problem animal control and poaching control activities but is limited by scarce resources. It has, however, been more active in Shompole as a stakeholder in the ecotourism development project, being a member of the Project Management Committee and working in partnership with others such as ACC. At district level, it has helped to establish the Kajiado Wildlife Forum. Such forums have been set up to facilitate, amongst other things, the discussion of issues between KWS and local people on a more formal basis. Human wildlife conflicts, which were identified as a serious problem in Magadi especially in Pakase and Nguruman, would qualify as an issue in this respect.

KWS has indicated its interest in playing a stronger role in Magadi - to assist in enhancing livestock-keeping while conserving its unique eco-system.

Magadi Soda Company

Magadi Soda Company (MSC) is a limited liability subsidiary of Brunner Mond plc, a UK-based public limited company, producing natural soda ash dredged from Lake Magadi for use in the production of glass, detergents and other chemical and industrial products. For this purpose, the company has a lease on an area of around 225,000 acres, called the Magadi Concession Area (MCA).

With the limited presence of both central and local government as stakeholders in the area, coupled with the small number of NGOs active in the division, MSC has assumed a key role in respect of community development and service provision in Magadi, as well as being a major contributor to the economy of Kenya generally through its core business. Its support ranges from subsidised hospital services, school/education bursaries, access to water along the company’s own water pipeline, and the road and railway, housing and office accommodation for local leaders, traders, teachers, government staff, and NGOs.

MSC has a structured approach towards the delivery of its community development support comprising a corporate social responsibility policy and programme, a Community Development Officer, and an institutionalised stakeholder engagement arrangement through a SWOT forum (described below). Increasingly, its support is being provided in partnership with other stakeholders, such as has been the case with MIDPP.

On the other hand, it has had a traditional “welfare” orientation towards its support to the community, which has fostered a culture of dependency amongst the Magadi people and the funding of activities which appear not to be sustainable. Its support has also been planned on an ad hoc basis. Through commissioning the current consultancy, MSC seeks to address some of these *weaknesses* and thereby to enable it and other stakeholders “to take a proactive and consistent stance on community development”. It is also considered that there is much scope for the company to use its position as a major contributor to the national economy to greater effect beyond its core business. There is potential for it to play a strong lobbying and advocacy role in respect of the wider policy and reform agenda which can impinge upon the livelihoods of a pastoral community such as the Magadi community. Policies and strategies on poverty reduction, pastoralism, land, for example, are areas which MSC influence.

Magadi SWOT

The SWOT forum is an arrangement set up by MSC to enable a closer partnership to be established with the community following a severe drought in 2000, which wiped out a significant part of Maasai wealth. It comprises a larger SWOT, which meets bi-annually, and, formed out of this group, a smaller SWOT, which meets on a monthly basis. The membership of the latter comprises the local councillors, the District Officer (DO) Magadi, the chiefs of the four locations within the division, a representative from each of the four group ranches, youth and women leaders, and MSC staff members including the Managing Director, the CDO, the Director of Human Resources, the Project Director of the Pure Ash Project, and the Magadi Township Manager. Membership totals approximately 17. Other persons are invited to attend to provide professional advice and expertise as and when required. The larger SWOTs have wider representation with NGOs, for instance, being invited to participate.

The SWOT provides a forum for dialogue between the company and representatives of the community, and other stakeholders, on the local development process and the implementation of the community support activities, on issues of mutual concern such as hiring of labourers from the community, and for conflict resolution.

As an innovative approach to consultation and participation, the SWOT appears to function effectively and to have become well-institutionalised. It is seen to provide for MSC “a legitimate decision-making body representing the local community” although some concerns have been expressed about the adequacy of that representation. For instance, since the composition of both SWOT fora is highly skewed towards men, reflecting the preponderance of males amongst the local leadership, how effectively are the interests of women being represented? How effectively does the chief communicate and share information with the community on the outcomes of the SWOT meetings. Youth are also under-represented.

Its decision-making role tends to be a reactive one rather than proactive since it currently operates without a strategic planning framework. Further, as an informal, local arrangement, the SWOT's lack of legal status was also identified as a *weakness*.

In conclusion, despite the weaknesses identified above which could be addressed by building its capacity through, for instance, achieving a better gender and age balance within the membership, the SWOT forum constitutes a significant stakeholder in the Magadi Division and could play a stronger role in terms of coordinating, and monitoring progress on, the implementation of the CDP, contributing to the preparation of the future phases of the rolling CDP, and ensuring feedback to and from the community.

Maasai Integrated Development Partnership Project

The Maasai Integrated Development Partnership Project (MIDPP) has been a strong player in community development operating through the institutional arrangements put in place for its implementation over the period 2001-2004. The latter includes a Project Steering Group (PSG) comprising representatives of the implementing agencies involved, the Magadi community, national government, and MSC, and the ward councillors. It is chaired by the DO with the lead implementing agency, ITDG-EA, providing the secretariat. The mandate of the PSG, which has met on a regular basis throughout the current funded phase of MIDPP, is primarily to coordinate the implementation of the three-year project.

Together, the institutional arrangements and the partnership project have been recognised locally as a best practice approach to community development. While the current funded phase of the project expires shortly, it is proposed that the replication of similar institutional arrangements and partnership approach be considered for the purposes of the implementation of the CDP.

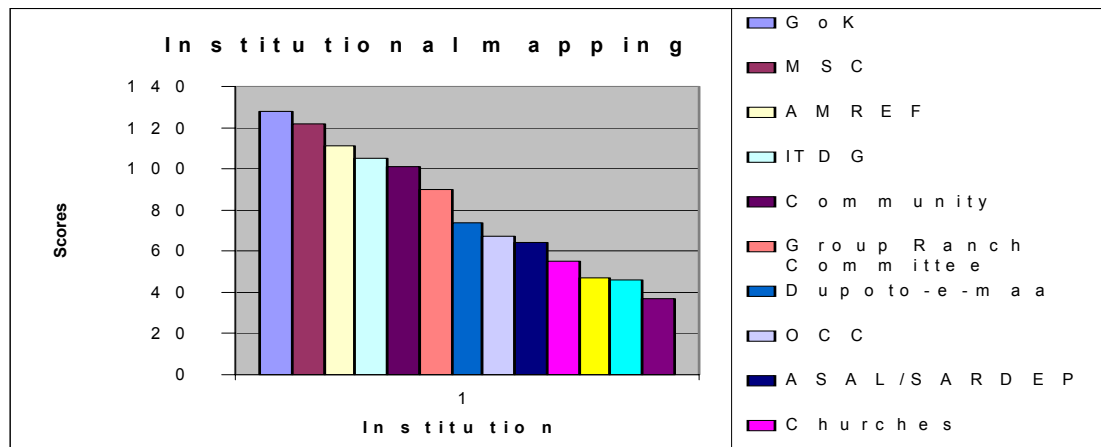
Development Partners

Few external partners have supported development in Magadi. The Royal Danish Embassy has been active in the area during the last three years through its funding of MIDPP (2001-2004), while the European Union (EU) provided support to the ecotourism initiative in Shompole Group ranch through the Community Development Trust Fund/Biodiversity Conservation Programme. The UK Department of International Development (DFID) funded KETRI and Kenya Pastoral Development Association (KEPDA) to implement the Lenkobei Tsetse Control Project. ICIPE and ILRI have also been active in the area.

In conclusion, the above review has outlined who are the main stakeholders operating in Magadi Division, what their respective mandated roles are and how effectively they perform their roles. It has sought, furthermore, to provide some pointers towards the possible future role of the respective stakeholder groups in relation to the CDP. These will be taken forward in the formulation of the CDP.

Finally, Figure 1 summarises the views of the community representatives participating in the PRA conducted in the sub-locations as to which institutions they considered should be providing support or services within Magadi Division.

Figure 1 Institutional Mapping, Magadi Division



Source: CDP PRA, July 2004

The above figure illustrates the topmost “ranked” institutions which the community representatives indicated are or should be working in the 13 sub-locations of the division.

3.2 Policy Framework

The policy framework which pertains to pastoral communities including the local Maasai living in Magadi, embraces a number of policies and policy documents, and strategies pertaining to national development; poverty reduction; land access, management and control; and, livestock management. The policy framework also refers to the policy-making and planning processes and systems which are applied/in place. The following provides a brief assessment of the policy framework and draws some conclusions about how it impacts at the local level.

National Development and Poverty Reduction

There are a number of government policy initiatives pertaining to national development and poverty reduction: the current National Development Plan 2002-2008; the 2001-2004 Poverty Reduction Strategy Paper (PRSP), the Economic Recovery Strategy for Employment and Wealth Creation 2003-2007. The Kajiado District Development Plan, 2002-2008, Effective Management for Sustainable Growth and Poverty Reduction, is the counterpart of the National Development Plan. With respect to the PRSP, there are a series of related district-level policy documents including: the Poverty Reduction Strategy Paper for Kajiado District, March 2001 (Part 1. Community View and Strategies for Addressing the Emerging Poverty Issues); the Kajiado District PRSP Consultation Report For the Period 2001-2004; and, the Participatory Poverty Assessment Report (For Poverty Reduction Strategy Paper) Kajiado District.

The links between these policy documents, each with their different time-frames, and their current status are not clear. Furthermore, a major failing with regard to national policies and strategies is that they are rarely translated in action with a high percentage of development programmes and projects remaining unimplemented. Few mechanisms or systems are in place to enable them to be "localised". The district development planning process has been largely ineffective both in terms of reflecting local needs and achieving development outcomes. The recently-introduced Local Authority Service Delivery Action Plan (LASDAP) provides a consultative planning and budgeting process for determining priority service delivery activities (with funds available for implementation from the Local Authorities Transfer Fund, LATF) but does not yet serve as a tool for localising national policies or for local policy-making. Put another way, there is a vacuum at the local level with regard to a coordinated, inclusive approach to planning local development.

Livestock Development and Pastoral Land

Early government policy on livestock witnessed a growth of quality breeding, disease control and marketing. The government provided support for disease control and veterinary services to smallholder farmers and pastoralists. In the early 1990s, the implementation of structural adjustment programme led to a policy change, which encouraged privatisation of these services in higher potential areas where farmers could afford to pay, in an attempt to implement some form of cost-recovery in the Arid and Semi-Arid Lands (ASAL) so as to maintain some type of service to those who could not afford to pay the full cost. This policy has not worked out in practice: private veterinarians are unwilling to work in remote arid and semi-arid areas due to low returns and high operating costs - especially transportation - and risks; pastoralists and small scale farmers in such areas are often unable to buy drugs and professional veterinary services since they often experience cash flow problem related to lack of access to livestock markets and poor prices for their livestock. Farmers, especially the very poor, who had previously begun to change their livestock practices - such as improved breeding - through the use of artificial insemination services, availability of drugs, etc. have thus been adversely affected.

Despite efforts by government over the last three decades to develop one, a policy on arid and semi-arid lands (ASAL) where pastoral communities live has not yet reached fruition. To the contrary, pastoral management of land in ASALs was marginalised with a sedentary land tenure policy being “pushed”, at variance with the former. Development in these areas has thus been largely guided by agricultural/livestock and environmental policies or statutes, and the disaster preparedness policy, which has been applied through the Arid Lands Resource Management Programme. However, the current National Land Policy formulation process has recognised the importance of pastoral land rights, which will be addressed by one of the thematic groups established for developing specific proposals for incorporation in the new policy.

Marketing ASAL products is a key strategic objective of the government’s current Economic Recovery Strategy, which also recommends specific proposals for reforming the livestock sector. These include promoting animal health by reactivating and expanding dipping facilities; and, encouraging the private sector and local authorities to establish small abattoirs and meat processing facilities. Such measures have the potential for enhancing the economic gains of pastoral communities in the long-term but little action has been taken so far to realise this.

Water

In recognition of the growing crisis in the management of water resources, the National Policy on Water Resources Management and Development was developed to guide the revision of the Water Act (see below). The policy requires the development of an integrated water resources management system.

Local Government

Local governments in Kenya have long been ill-equipped to deliver basic services to their citizens. A reform programme was initiated in 1995 but its progress has been slow, since it has lacked full commitment by government and has not been backed by an overarching approach to or policy on decentralisation, which would clearly defined the respective roles of and relationships between the two levels of government on, say, service delivery. Two specific local government reform measures of relevance to the CDP are the LASDAP process and LATF, an inter-governmental fiscal transfer.

3.3 Legal Framework

The following seeks to provide a brief assessment of main statutes of relevance in the current context.

Group Ranches

Two Acts of Parliament enabled group ranches to be formed. The Land Adjudication Act Cap 300 enabled land to be owned by registered groups. The Land (Group Representatives) Act Cap 287, 1968 (1970 Revisions) allowed for representatives of these groups to be formed into a corporate body. The latter was prepared and implemented to consolidate and amend the laws relating to the organisation, management and administration of group ranches located in specific rangelands in Kenya such as those in Magadi. It contains detailed provisions concerning the sound management of the group ranches covering, for example, group ranch members, representation and elections; the role of the group register and updating; qualification of potential group representatives and voting powers of members; financial openness and accounting procedures; membership as basis for profit-sharing and resource use; relationship between group representatives and general members; and, the distinction between group ranch leaders, provincial administration and politicians.

On the other hand, the Act has a number of gaps such as in the following areas: answerability and transparency; gender considerations in group ranch representation and management; the economic focus of group ranches, resource use and control; and diversity in investment and economic considerations, for instance, eco-tourism, conservation, etc. Furthermore, despite the fact that group ranches have now been established for more than 30 years in many areas of the country, there are still many misconceptions about how they are established and how they should be run.

Environment

The Environmental Management and Coordination Act of 1999 deals with issues relevant to environment and development planning as well as natural resources utilisation. It is a major piece of legislation harmonising and rationalising some 60 separate pieces of legislation or statutes. It establishes a National Environment Council to be responsible for policy formulation and a National Environmental Management Authority (NEMA) to exercise general supervision and co-ordination over all matters relating to the environment. The Act also establishes Provincial and District Environment Committees which shall be responsible for the management of the environment within the province or district in respect of which they are appointed. Under the Act, Environmental Impact Assessment activities have become a pre-condition to any development linked to environmental influence. In Kajiado, such activities include water abstractions, eco-lodge developments, and expansionary activities of Magadi Soda Company, among others.

This Act is explicit on the protection and conservation of the environment in general, the rivers, lakes and wetlands, hilltops, hill sides, mountain areas and forests, so as to protect water catchments areas, prevent soil erosion and regulate human settlement. The Act empowers the District Environment Committees to identify and delineate areas under high risk of environmental degradation.

Wildlife

The Wildlife (Management and Conservation) Act of 1976 (Revised 1985) pertains to the protection, conservation and management of wildlife (and not biodiversity) in the country. It covers the creation of parks and other conservation areas, wildlife outside protected areas, which amounts to 60% of wildlife; handling of problem animals; and, management of human-wildlife conflicts. The Act recognises a lead authority and custodian in these respects, that is, the Kenya Wildlife Service. It is silent on some issues which are becoming of increasing importance to pastoral communities, whose grazing lands are the main habitats for wildlife. These include the question of ownership of wildlife and utilisation - a cost to the community but with no benefit? the long-term management of human-wildlife conflicts and how co-existence can be achieved; and, the comparative valuation between human life and property on one side and wildlife on the other.

Water

The Water Act, 2002 governs the administration and management of the water resources and makes provision for the conservation, control, apportionment and use of the water resources of Kenya. It has introduced major changes in the management structures and opens up the water sector to a more participatory and decentralised approach. With the high levels of poverty in rural areas and the prohibitive costs of water in such areas, communities have shied away from constructed water schemes in preference to raw waters from unsafe sources. With the involvement of communities in the construction of their water systems, opportunities for developing low-cost household solutions are increased.

Agriculture

The Agriculture Act seeks to promote and maintain a stable agriculture, to provide for the conservation of the soil and its fertility and to stimulate the development of agricultural land in accordance with the accepted practices of good land management and good husbandry. The Act makes provision for the Minister to act whenever he/she considers it necessary or expedient so to do for the purposes of the conservation of the soil of, or the prevention of the adverse effects of soil erosion on, any land. It is likely that the current practices within the horticultural production areas in Magadi - Nguruman and Pakase, are not in recognition of the Act, the community not being fully aware of the necessary provisions and considerations. The Act contradicts, to some degree, the Water Act in that it is in pursuance of extensive agricultural production by irrigation, while the Water Act is quite particular on water use and efficiency.

Physical Planning

The Physical Planning Act of 1996 provides for the preparation and implementation of physical development plans, which are critical in setting out the nature and extent of use that may be carried out on a particular site. However, it has not generally been the practice in Kenya to carry out such planning with respect to rural areas, and especially in trust lands, which include pastoral areas (land ownership in most pastoralist areas comes under the provisions of the Trust Land Act). These areas are ordinarily dealt with under the provisions of the Land Control Act, which provides a mechanism for controlling developments on agricultural land. However, with the widespread abuse involved in land control, management and use, it is unlikely that the latter is being applied in a responsible way.

Any additional provision of basic infrastructure services such as health centres, schools, water systems in Magadi will need to be undertaken within a spatial planning framework. It is unlikely that this could be accommodated within the provisions of the current legislation.

Ewaso Ng'iro South River Basin

The Ewaso Ng'iro South River Basin Development Authority Act, 1989 provides for the establishment of an authority to plan and co-ordinate the implementation of development projects, and the exploitation of resources, in the Ewaso Ng'iro South River Basin and catchment areas in which part of Magadi Division falls. Although the Authority is mandated to carry out these functions, in doing so it overlaps with the activities of other agencies, such as the District Development Offices, and Provincial Administration; the interface between it and these and other organisations - Olkejuado County Council, Kenya Wildlife Services, for example, is not clear; and, its budgetary provisions are minimal and do not match its mandate.

4 Problems and Opportunities

The analysis of the socio-economic context and of the contextual framework, which has been presented in the two preceding sections, has led to the identification of a range of issues and problems that are concluded upon below and summarised in a problem tree. Emerging from the problem analysis, a number of opportunities have been identified, which provide some pointers forward towards defining the scope of the CDP.

4.1 Problem Analysis Conclusions

Livelihoods of the Magadi Community

The overall conclusion which can be drawn about the Magadi community is that the capital assets available to people to support their livelihoods are weak and vulnerable. Analysis shows, moreover, that there is a close inter-relationship between the assets with a weakness in one form of capital asset having implications for another. For instance, the assessment of *human capital* shows that the level of education amongst a high proportion of the community is low so that people do not have skills and knowledge to exploit economic opportunities which are available in relation to their *natural capital*, for example. With regard to *physical capital*, physical infrastructure facilities, such as schools and health clinics, are few and often poorly maintained limiting human capital or resource development as reflected in the high illiteracy levels and poor health. Women and youth groups involved in income-generating activities find it difficult to expand their businesses since there are very few, accessible credit facilities available, an aspect of *financial capital*. Group ranches constitute the traditional form of *social capital* but, since they are male-dominated, it is less likely to provide a direct source of support upon which women can draw in times of crisis. The development of new *social capital* within the community is progressing slowly limiting its ability to have a “strong voice”. This, in turn, hinders the possibility of strengthening its *political capital* through forging links with national policy-making and development processes and with the wider institutions of society, and, thereby, minimising its marginalised status.

Generating information on capital assets through the SLF also enables opportunities then to be identified whereby the asset base can be enhanced to reduce vulnerabilities and to achieve more sustainable livelihoods.

Contextual Framework

It is evident that a major constraint in the institutional framework in which community development takes place in Magadi is the relative absence of government in the area in terms of the provision of services by the state. The vacuum created has largely been filled by the private sector, that is, by Magadi Soda Company, which is providing a range of services to the community in addition to undertaking its core business. It is considered that this is not sustainable, desirable or appropriate in the longer-term: a shift towards a different paradigm for the company’s future support is needed.

Other local stakeholders, particularly NGOs, also work in the area to help provide services and facilitate development but their efforts tend to be fragmented and of limited scale and coverage. Neither the local government, OCC, nor the local administration, the Sub-DDC, is well equipped to ensure that government policies, programmes and resources are drawn down to the local level to address the community’s priority needs.

Indeed, as the analysis of the policy framework has shown, there is limited implementation of policies and programmes relevant to pastoral areas, such as drought preparedness and mitigation, livestock production and marketing, occurring in the Magadi Division. Furthermore, there is a vacuum at the local level with regard to a coordinated approach to planning development with the result that opportunities for creating synergy between different interventions and projects are lost.

Problem Tree

A problem tree has been developed which constitutes a distillation and prioritisation of all the problems identified by the community and other stakeholders through the different participatory exercises. The main conclusion that can be drawn from the problem analysis is that the participation of the Maasai community of Magadi Division in the national development process is highly constrained. This defines the 'Core Problem' as illustrated in the Problem Tree. A wide range of 'causal' or contributory factors are linked with this, which have been collated to form the 'Cause Problems'. Some of the manifestations of the core problem have also been identified and are shown as 'Effect Problems'.

The problems which were identified by the sub-location community representatives during the PRA sessions were then translated into priority areas of need. These are contained in Table 4.1, Annex 3.

4.2 Potential Opportunities

Strategic Opportunities

One opportunity, which can be taken advantage of, concerns a local government reform measure, that is, the introduction of a participatory planning and budgeting system within local government, namely, the Local Authority Service Delivery Action Plan and the Local Authorities Transfer Fund (LATF). Through LATF, all local authorities now receive a direct transfer of funds from central government, which is as independent as possible from political and ministerial interference although the release of funds is subject to fulfilling certain conditions. One such condition is having a council-approved plan that sets out the local authority's priority service delivery activities and projects for inclusion in the budget for the coming year, which has been arrived at through a participatory process involving local citizens. It is intended that the plan focus particularly on meeting the service needs of low-income or marginalised groups in society.

The task of involving local citizens is for most local authorities a challenging one. In the case of Olkejuado County Council, it is contended that the Magadi Community Development Plan, which has been developed on a participatory basis to reflect the local community's priority needs, be used to feed into and fulfil the requirements of the LASDAP system. The four Magadi ward councillors, who have been involved in the CDP formulation process, will thus play a key role in facilitating this proposed linkage. Furthermore, with the involvement of the private sector, MSC, as a key player in the planning, financing and implementation of the CDP, the establishment of a link between the latter and LASDAP can provide a potential "model" for private-public partnership arrangement in the context of the local government reform process in Kenya.

Currently, the Magadi Division is not well linked to the national development process; it has not been effective in accessing resources from partners, whether GOK or external development assistance partners, from which other parts of the country benefit. The community lacks the knowledge and skills to build its links with the wider policy and decision-making process: it lacks a 'voice'. However, there is scope

for the Magadi Soda Company, as a major contributor to the national economy, to use its position to greater advantage in this respect. Thus, it could help in establishing upward linkages and assume a greater advocacy and lobbying role on wider issues affecting the community beyond those concerning the company's core business. Such linkages are already evident through, for instance, MSC's representation on the District ASAL Steering Committee and the District Environment Committee - and these can be built upon. It is also well in line with the company's commitment to promote environmentally and socially responsible private sector investment.

The exploration of opportunities for synergies with other community-based development in the Magadi area, and of potential additional sources of finance and technical assistance, which has been undertaken as part of the consultancy process, led to a positive outcome. There is a wide range of relevant development programmes, financial and technical assistance support, expertise, and information, which has the potential to be drawn upon. The challenge for the CDP is how to do so.

Opportunities also arise to reduce the 'dependency' of the community on services provided by MSC, to re-orientate the 'welfare approach' to service provision to a more developmental one; and, to adopt alternative and more sustainable service delivery mechanisms or solutions. The further application of proven good practices such as participatory planning and community-based approaches to the provision of services and facilities is appropriate in this respect, as is the continued pursuit of opportunities for forging public-private partnerships with the Water Act, 2002, for example, offering one means to pursue this.

In addition, the sustainable livelihoods approach, which is one of the approaches used in the formulation of the CDP, has revealed that there is scope for enhancing the community's *natural capital asset*, that is, the natural resources of the area on which it depends for its livelihood. This applies particularly to livestock, the main source of livelihoods for the Maasai of Magadi.

Exploiting opportunities, such as those identified above will, in most instances require building and strengthening the capacity of the community. Community-based structures, particularly the Group Ranches, as well as the newly-emerging CBOs offer suitable avenues through which to build such capacity and to channel development initiatives generally.

It is on the basis of such strategic opportunities that the formulation of the proposed CDP has been taken forward.

Activity-level Opportunities

In addition to the strategic opportunities identified above, some more specific "activity opportunities" have emerged from the SLF impact assessment exercise that was carried out on a sample of completed or ongoing community development projects. In addition to providing an indication of the impact that each activity/project was having on the different sorts of capital assets, *social, political, human, physical, financial and natural*, the assessment concluded on its potential for being improved, expanded, replicated, or possibly eliminated. This information, which is shown in Table 4.2, Annex 3, will be used to inform the specification of actions/activities within the CDP.

The latter also applies to the solutions which community representatives put forward to the problems which they had previously identified during the PRA. These have

been categorised under the relevant capital asset to which they relate and are contained within Table 4.3, Annex 3.

4.3 CDP Strategy

The CDP strategy is to provide a more strategic, participatory and inclusive approach towards community development in the Magadi Division for adoption by the Magadi Soda Company in the implementation of its corporate social responsibility policy and by other stakeholders concerned with development in the area.

Further, the strategy is to provide an appropriate planning and institutional framework for implementing such an approach, to help fill a gap which currently exists in this respect. It is through the provision of such a framework that the potential of the Magadi community to become a strong player in the development process can be realised.

The strategy will be to build a strong network and effective relationships with and between existing and new partners in order to foster a public-private-community partnership approach towards development in the area. By so doing, this should help reduce the dependency of the community and of the Government of Kenya on MSC for the provision of basic services.

Finally, the strategy will be to encourage the adoption of alternative service delivery mechanisms and solutions to meeting the priority areas of need of the Magadi community.

The proposed Community Development Plan will set out the means by which the different parts of the strategy will be implemented.

5 Proposed Community Development Plan

5.1 Goal, Objectives and Outputs

The proposed Community Development Plan is designed to address the core problem identified through the problem analysis, that is, the participation of the Maasai community of the Magadi Division in the overall development process is highly constrained.

Goal

The goal to which the CDP will contribute is:

- Sustainable improvement in the livelihoods of the Maasai community living in Magadi Division

Objective

The objective of the CDP is:

- Maasai community in Magadi Division participating fully and effectively in the development process

Component Objectives

The CDP will comprise three inter-related components, each with their own objective, which address a selected number of the cause and effect problems, as follows.

Component 1. Development Planning Process

- Coordinated and inclusive approach to planning, resource mobilisation, and implementation of community development activities in Magadi Division established and operational

Component 2. Access to Services

- Increased access to basic and developmental services achieved in Magadi Division

Component 3. Natural Resource Development

- Sustainable approaches to natural resource development developed and implemented

Capacity building will be a **cross-cutting concern of the CDP** and is an **integral part of each of the three components** for the achievement of their objectives.

Outputs

Component 1. Development Planning Process

Output 1.1: CDP planned and implemented on a rolling basis with resources secured from a range of partners from the government, private and civil society sectors

Output 1.2: Cross-section of local stakeholders competent in participatory development planning, project-cycle planning, and monitoring, reporting and ongoing evaluation techniques

Output 1.3: Consultation and stakeholder engagement arrangements strengthened and operational

Output 1.4: Effective CDP monitoring, reporting and evaluation system in place and operational

Output 1.5: Community Development Planning Officer playing strategic and networking role on the planning, coordination and implementation of the CDP

Output 1.6: Community-based organisations/groups strengthened and operational

Output 1.7: CBO network established and operational

Component 2. Access to Services

Output 2.1: Alternative and sustainable solutions to service provision developed

Output 2.2: Skills of the community organisations/groups to adopt community-based approaches to the provision of basic services and other developmental services developed and applied

Output 2.3: Existing services strengthened and extended

Output 2.4: New services developed and operational

Component 3. Natural Resource Development

Output 3.1: Sustainable approach to the development, utilisation and management of pastoral land developed

Output 3.2: Sustainable farming systems in Nguruman and Pakase established

Output 3.3: Community natural resource-based enterprises diversified and supportive institutional mechanisms strengthened in respect of Ol Keri and Oldonyo Nyokie Group Ranches

Output 3.4: Existing community natural resource-based enterprises and supportive institutional mechanisms strengthened in respect of Shompole and Olkiramatian Group Ranches

5.2 Component Descriptions

A description of each component of the CDP is presented below in terms of the identified need or **rationale** for support, the objective of the support and, the **approach, scope and action/s**¹⁴ or **activities**¹⁵ proposed. Potential implementing or facilitating bodies are also noted.

As noted above, capacity building is a cross-cutting concern of the CDP - particularly in relation to enhancing the capital asset base of the Magadi community - and is an integral part of each of the three components. A broad definition of capacity building will be adopted: raising awareness; increasing understanding; extending knowledge; changing attitudes and behaviour; and, building specific skills and expertise. The approach to be adopted will involve building and strengthening capacity in functional/

¹⁴ At this stage of the formulation of the CDP, the components vary as to the degree of specificity to which they have been developed. A distinction is thus made between an *action*, a more general proposal of what needs to be followed up, and an *activity*, which specifies what will be undertaken.

¹⁵ Activities are numbered in accordance with their respective outputs.

technical skills (in relation to *human, natural, physical and financial capital*) in tandem with building capacity in group organisation and operation (*social capital*) via CBOs and other group structures.

Component 1. Development Planning Process

Rationale

At present, there is no strategic framework or development planning process available at the local level for different stakeholders when planning their support for local development initiatives. National development plans and strategies abound but there are few mechanisms in place to “localise” them. The District Development Plan process established through the District Focus for Rural Development has been largely ineffective both in terms of reflecting local needs and achieving development outcomes. The recently-introduced Local Authority Service Delivery Action Plan (LASDAP), while a step in the right direction in terms of incorporating a consultative planning and budgeting approach, does not yet serve as a tool for localising national policies or for local policy-making.

Under these circumstances, planning is undertaken in a vacuum and on an ad hoc basis; different sets of stakeholders, each doing their own appraisal of the development problems and needs in the area concerned, develop their own plans and programmes with limited reference to other actors and with little sharing of information. Planning has tended to be a top-down process “for the people” rather than a consultative and participatory “with the people” exercise. This largely reflects the approach which Magadi Soda Company (MSC) has adopted in the development of its support to the Magadi community over the last few years, as concluded from the review of the institutional framework of the CDP.

Resource mobilisation is also affected by an uncoordinated planning approach. While the lack of resources is often cited as the main constraint, it is more the lack of access to information about what development programmes are being planned and funded by which body, and then the mobilisation of funds from a number of disparate sources, which are problematic.

The latter also points to the critical need for Magadi Division to be more effectively linked to the national policy, planning and development processes than hitherto in order to leverage human, financial, and technical resources.

In conclusion, it is evident that there is a need for a more coordinated and coherent approach to planning, resource mobilisation, and implementation of development activities to be established at the local level. Indeed, it is a need implicit in the objective of the CDP consultancy: “the provision of an overall framework and guidance to Magadi Soda Company (and other stakeholders) on how best to take a proactive and consistent stance on community development initiatives”.

Approach, Scope and Actions

This component seeks to put in place processes and approaches which will enable MSC and other stakeholders to take a proactive and consistent stance on community development initiatives. A number of actions are proposed in this respect:

- establish, build requisite capacity, and put into operation the proposed **CDP organisational and administrative structure** (see Section 6 for details of the latter);
- specifically, build the capacity of the existing **SWOT** to enable it to take on a wider role and functions of the CDP Steering Committee, including coordinating

- the implementation of the CDP, monitoring implementation progress, sharing information and lessons learnt, making input in the preparation of the future, phases of the rolling CDP, and providing feedback to and from the community;
- put into effect the proposed **CDP monitoring, reporting and evaluation system** which will incorporate a bottom-up participatory element and links with other monitoring systems, such as the drought early warning system, that feeds into the planning process;
- put into effect the associated **consultation and stakeholder engagement arrangements**;
- establish, and/or strengthen existing, **networks, horizontal and vertical linkages, and partnerships** amongst the many local/community and national stakeholder groups identified in the stakeholder analysis (*political capital*). The Community Development Officer (CDO), MSC, would play a key role in this respect linking the CDP with other development plans or initiatives and their sponsors and/or /implementers through, for instance, the Olkejuado County Council's LASDAP process,¹⁶ the new GOK/MOH Rural Health Project, the GOK ALRMP II, the Kajiado District Steering Committee (of which MSC is already a member), the District Environment Committee, the Constituency Development Fund and so on, with the aim of leveraging support from a wider range of "external" development partners;
- build **capacity** amongst the stakeholders involved in the organisational structure in relation to participatory development planning; project cycle planning techniques; and, monitoring, reporting and evaluation procedures;
- re-orientate **the role of the CDO** in accordance with above (renaming position as Community Development Planning Officer - CDPO) and meet the necessary capacity requirements arising therefrom;
- build a stronger **lobbying and advocacy role** for local stakeholders particularly MSC and the Magadi community in relation to central and local government over national development, policies that impact upon pastoral communities, and the provision of basic services;
- enhance the existing approach to **consultation and stakeholder engagement**. "Empowering" community-based groups/organisations with regard to organisational and operational matters; project cycle management, advocacy and lobbying, and so forth (*social capital*) to facilitate participation in the development planning cycle offers one means of doing this. Establishing a CBO network within the division is another.

Activities

1.1.1 Set up the CDP organisational and administrative structure and draw up TOR for the respective parts of the structure.

1.1.2 Undertake a capacity needs assessment (CNA) of the stakeholders involved in the CDP organisational and administrative structure (including the CDPO) and develop a capacity building/training programme accordingly.

1.1.3 Implement the capacity building/training programme.

1.1.4 In the case of the CDP Steering Committee specifically, build capacity of the existing smaller SWOT through additionally:

- extending and strengthening the composition of SWOT with the representation of more women and youth

¹⁶ In this respect, explore CDTF Project, *Structured Collaboration with Local Authorities* (Kirinyaga and Masaku County Councils)

- forging a stronger communication link between the forum and the community to allow a two-way flow of information.

1.1.5 In the case of the CDPO specifically,

- provide training/skills development in relation to the position's wider role including heading the CDP Secretariat.

1.1.6 Conduct specific training sessions for selected stakeholders involved in the above process/structures on participatory development planning; project cycle planning techniques; and, participatory monitoring, reporting and evaluation procedures.

1.1.7 Design and pilot a CDP monitoring, reporting and evaluation system which will:

- provide information on CDP financial and physical implementation progress,
- link with MSC's internal financial tracking system on expenditure on its corporate social responsibility programme,
- incorporate a bottom-up participatory element, and
- link with other monitoring systems, such as the drought early warning system.

1.1.8 Operationalise and run the CDP monitoring, reporting and evaluation system.

1.1.9 Map all potential linkages (using findings from the CDP consultancy), and develop and implement a plan of action for building a network with those that can offer positive support to the components of the CDP.

1.1.10 Undertake a capacity needs assessment of community-based organisations in relation to group operations and develop a capacity building/training programme to cover: group formation, constitutions, registration, leadership, organisational and financial management, project cycle management, resource mobilisation, and, advocacy and lobbying.

1.1.11 Identify suitable NGOs to undertake training programme and implement accordingly.

1.1.12 Review status of Magadi Division Development Programme (MADDEP) with a view to it fulfilling the function of a network CBO for the division as a whole and, if assessed positively, identify capacity requirements and meet these accordingly.

Potential Implementers/Facilitators:

MSC, technical assistance body such as ITDG, SNV, Community Development Trust Fund

Component 2. Access to Services

Rationale

Analysis has shown that there is a strong relationship between the ability of the Magadi community to improve its livelihoods and the level of services and facilities in the area. Ensuring that the community has greater access to basic services, schools, health centres, and transport, for example, and to other services, not currently available, is, therefore, essential if the community is to leverage its asset base. MSC has been providing various services and facilities over the past few years and is committed to continue its support in the areas concerned. However, the impact assessment undertaken during the CDP consultancy suggested that alternative and more sustainable solutions to basic service provision needed to be explored. The MIDPP has made inroads with respect to the latter but it is recognised

that the support which was provided needs to be consolidated, reinforced, and scaled-up.

Approach, Scope and Actions

The approach will be:

- to consolidate existing service provision in respect of commerce, health, agriculture and livestock, water, housing, education, and transport; and to pursue opportunities for extending coverage of these services;
- to promote provision of new services including sanitation, micro-credit facilities, livestock health, extension services, and information;
- to seek opportunities for using alternative and more sustainable service delivery mechanisms to replace and/or supplement existing means and, where applicable, build the requisite capacity within the community for using such mechanisms.

Proposed actions include:

- to seek opportunities with the government ministries concerned to “regularise” MSC’s current and future role in service provision on perhaps a private-public partnership basis (areas for consideration include the Magadi Hospital as an officially-recognised referral hospital [MOH]; road maintenance [MR&PW]; a private sector water agent/water service provider [MWRM&D]; and, secondary schools [MOE]);
- to explore and evaluate alternative and appropriate technologies and community-based solutions to service provision in Magadi Division such as rainwater harvesting, labour-based road maintenance, etc.;
- to seek to expand, improve and/or replicating activities as supported by MSC/ MIDPP/other stakeholders, which were assessed to have had a positive impact on livelihoods by the impact assessment carried out under the CDP consultancy;
- if the evaluation of MIDPP proves positive, to continue the partnership approach to service provision initiated under MIDPP through a possible second phase of the programme;
- to incorporate within the CDP the proposed 2005-2009 *Magadi Integrated Health Programme ‘Sustainable Health Care through Capacity Building in Magadi Division, Kajiado District’*, a proposal drawn up by AMREF in collaboration with MOH, Entasopia Community Development Programme, and MSC with the aim of increasing access to utilisation and ownership of quality health services at health and community levels;
- to explore ways of ensuring that Magadi Division is a beneficiary of the new Rural Health Project which includes Kajiado as a target district;
- to explore options for micro-credit facilities to operate in the division, strengthening existing ones and promoting the establishment of new initiatives. Community awareness-raising regarding the role of the Magadi SACCO beyond that of MSC employees; and capacity building of the Magadi Multi-purpose Co-operative Society could constitute relevant activities. The Kenya Agency for the Development of Enterprise and Technology (KADET), a local micro-finance company affiliated to World Vision Kenya, appears to offer another option, which should be pursued;
- to explore opportunities for improving access to information by the community (e.g. proposed MSC information centre, newsletters such as *Magadi News*, *Dupoto News*).

Activities

2.1.1 Undertake a review/feasibility study of alternative and more sustainable service delivery mechanisms such as appropriate technologies and community-based

solutions (including those used under MIDPP) in each of the sectors currently being supported in Magadi: water, health, commerce, housing, education, and infrastructure and transport/ communications, and in sectors presently not being supported such as sanitation, information dissemination, agriculture extension, animal health.

2.2.1 Undertake awareness-raising on community-based solutions to service provision/appropriate technologies as identified in the above study and on the community's involvement in the planning; implementation/construction; operation, management and maintenance; and monitoring and evaluation of such approaches.

2.2.2 Undertake a capacity needs assessment of CBOs in relation to Activity 2.2.1 and develop training programme accordingly.

2.2.3 Identify suitable agencies such as NGOs to undertake training programme and implement accordingly.

2.3.1 Undertake a review with government ministries concerned towards "regularising" MSC's current and future role in service provision viz. the Magadi Hospital as a referral hospital (MOH); road maintenance (MR&PW); water supply (MWRM&D); and, secondary schools (MOE), possibly using private-public partnership arrangements, exploring a private sector water agent/water service provider approach, for example.

2.1.2 On the basis of outcomes of above activities, develop an action plan for phasing-in selected alternative service delivery solutions to substitute, supplement and/or complement current mechanisms, particularly with regard to those applied by MSC in its sectoral support to the community.

Water

2.1.3 Implement the proposed partnership Singiraine-Nkama Water Project (in line with Activity 2.1.2 above).

2.3.2 Continue to implement MSC's existing water sector activities until such time as above action plan can be put into effect.

2.3.3 Continue to implement the Sampu/Oloibortoto Water Upgrading Scheme.

Health

2.3.4 Continue to implement MSC's existing health sector activities until such time as above action plan can be put into effect.

2.3.5 Assist in the further development of a package of activities on HIV/AIDS education and prevention in conjunction with the outreach component of MSC HIV/AIDS Workplace Strategy (with support from IFC Against AIDS in terms of technical assistance and sourcing of funds) and with other ongoing initiatives (e.g. Magadi Schools Health Festivals).

2.3.6 Implement the capacity building and health infrastructure strengthening activities included in the (proposed) five-year *Magadi Integrated Health Programme, 2005-2009*.

Education

2.3.7 Construct new Secondary School, Olkiramatian on phased basis

2.3.8 Undertake an evaluation of the various bursary schemes operating in Magadi Division with a view to harmonising and rationalising them.

2.3.9 Continue to conduct community awareness-raising activities on issues of concern regarding traditional Maasai cultural practices particularly those affecting access to schools, and those which may be linked to spread of HIV/AIDS.

Transport and Communications

2.3.10 Continue to implement MSC's existing infrastructure/transport sector activities until such time as above action plan can be put into effect.

Commerce

2.3.11 Continue to implement MSC's existing commerce sector activities.

2.4.1 Undertake community awareness-raising on enterprise development and income-generating opportunities particularly natural resource-based ones.¹⁷

2.4.2 Conduct training on establishing and running enterprises/income-generating activities on a sustainable basis and provide refresher courses for women's and youth groups already engaged in micro-enterprise development.

2.4.3 Implement ongoing capacity building initiative, *Magadi Multipurpose Cooperative Society Limited Capacity Building Plan*.

2.4.4 Carry out a feasibility study on the provision of micro-credit facilities in Magadi Division for the design of a suitable intervention.

2.4.5 Identify and mobilise resources for a micro-credit facility intervention.

2.4.6 Provide support for the implementation of the micro-credit facility intervention.

Potential Implementing/Facilitating Stakeholders:

MSC, SNV, IFC Against AIDS, ITDG, AMREF, Dupoto e Maa, WUASP, KADET.

Component 3. Natural Resource Development

Rationale

In a pastoral area such as Magadi, natural capital assets - land, vegetation, the eco-system, the biodiversity, water, rain, soils, livestock are the mainstay of the livelihoods of the community. But such assets are vulnerable. For instance, drought exacerbates the arid conditions and the limited water supply; tree stocks are being depleted for charcoal production; overstocking leads to environmental degradation; human-wildlife conflicts including that of the tsetse fly hampers livestock production; the disappearance of knowledge and information about indigenous medicinal plants for treating sick animals leads to the use of drugs which are expensive and difficult to obtain. Livestock production, the main source of income and livelihoods, has suffered not only from the many droughts experienced in the last 20 years but from under-developed infrastructure for trekking animals, holding grounds, markets, etc.

In Magadi, attempts to address these vulnerabilities have been limited, fragmented and ad hoc, and have not been sustainable. Similarly, opportunities for economic diversification have not been pursued on a systematic basis.

¹⁷ See also Activities 3.3.1/3.3.2 under Component 3. Natural Resource Development.

Approach, Scope and Actions

The overall approach under this component will be to strengthen existing natural resource-based enterprises/activities; to explore and promote opportunities for diversification and new types of activities particularly in those parts of the division not yet the subject of some focus; and, address obstacles which hinder natural-based enterprise development. More specifically, it is considered appropriate and timely to put some focus on improving the main source of livelihoods amongst the Maasai community in Magadi, that is, livestock keeping/production.

The proposed actions are:

- to strengthen and enhance existing livestock production and marketing (including a focus on pasture management, breeds and animal health)
- to strengthen drought mitigation and management in the division through accessing funds under the new ASAL drought management initiative, which is being supported by the African Development Bank, and drawing down more effectively funds under the World Bank-supported Arid Lands Resource Management Project II (ALRMP II); and, through MSC's membership of the ALRMP/ASAL District Steering Committee;
- to strengthen sustainability of farming system in Nguruman escarpment (soil fertility, water usage, chemical residues, etc.);
- to promote diversification of natural resource-based enterprises and conservation activities such as eco-tourism, bee-keeping, herbal medicines, tree-planting, and ostriches. This action will be developed through reference to an existing project concept *Partnerships for Nature-Based Enterprise in Magadi*, which was developed by the Oldonyo Nyokie and Ol Keri Group Ranches in collaboration with the Shompole and Olkiramatian Group Ranches and MSC with technical assistance from the Conservation Development Centre (CDC).

Activities

3.1.1 Carry out an appraisal of the existing livestock keeping system for the design of a livestock development project (to incorporate strategies on pasture management, supplementary feeds, diversification of animal breeds, animal health, drought mitigation measures) to enable pastoralists improve the main source of livelihoods and income generating potential on a sustainable basis.

3.1.2 Identify and mobilise resources for a livestock development project.

3.1.3 Provide support for the implementation of the livestock development project through such activities as the following:

- train community on sustainable pasture management and fodder conservation;
- undertake awareness-raising on hardier, drought tolerant livestock breeds such as camels and small stock such as dairy goats;
- undertake a feasibility study on community-based/managed tsetse control/trapping systems using lessons learnt/experiences of Lenkobei Tsetse Control Project and similar projects in other parts of Kenya, and an associated capacity needs assessment with a view to replication;
- build requisite capacity through awareness-raising, exchange visits to Kathekani/ other community-based tsetse control projects, dissemination of *Manual on Community-based Tsetse Control* to relevant stakeholders in affected areas, etc.;
- undertake awareness-raising on indigenous knowledge on/remedies for treatment of animal diseases;
- train selected groups of pastoralists on community-based animal health skills;

- train and equip Community Animal Health Workers (CAHWs) on curative and preventive animal health and on drought preparedness.

Potential Implementing/Facilitating Stakeholders:

ALRMP II Project Coordination, Kajiado District Livestock Office, ILRI, APDF, KETRI, ICIPE, KEPDA, ITDG, Farm Africa, MSC

3.2.1 Carry out an appraisal of existing farming systems in Nguruman escarpment and Pakase (to include a review of existing land lease arrangements between landowners and tenants/land users and a capacity needs assessment of the stakeholders engaged in farming activities) and design with the involvement of stakeholders a project to enable farmers to benefit from this source of livelihoods on a more sustainable basis.

3.2.2 Identify and mobilise resources for a sustainable farming systems project.

3.2.3 Provide support for the implementation of the sustainable farming systems project through such activities as the following:

- establish sustainable farming committees involving both the tenants and landowners;
- carry out community awareness-raising and sensitisation meetings and workshops on sustainable farming strategies;
- promote sustainable farming technologies through exchange visits and community workshops focusing on pests, plant nutrients and water management;
- promote moisture conservation and water use efficient practices such as mulching and drip irrigation;
- conduct training sessions to strengthen producer-marketing associations/groups.

Potential Implementing/Facilitating Stakeholders:

Kajiado District Department of Agriculture, KARI, ALIN, FAO

3.3.1 Carry out a feasibility study of promising natural resource-based enterprises, including identifying synergies and conflicts with already existing NR enterprises, in relation to Oldonyo Nyokie and Ol Keri Group Ranches.

3.3.2 Conduct a representative and participatory process for the selection of the most promising enterprise(s) to be developed.

3.3.3 Develop a business plan for the selected enterprise(s) with the involvement of potential private sector partners.

3.3.4 Identify and secure investment support for enterprise development.

3.3.5 Provide support for the implementation of an enterprise business plan, including:

- community awareness raising regarding enterprise development
- establishment of joint venture agreements
- setting up accountable and transparent institutional mechanisms to effectively run NR-based enterprises
- business system capacity building.

3.3.6 Assist in the establishment of NRM systems necessary for sustainable and successful NR-based enterprises, which may include:

- updating NR bylaws
- mapping of NR use and distribution

- establishing community conservation areas
- community monitoring of NR use.

Potential Implementing/Facilitating Stakeholders:

Conservation Development Centre, MSC, KWS, CDTF

3.4.1 Conduct evaluation/impact assessment of existing community natural resource-based enterprises and supportive institutional mechanisms in respect of Shompole and Olkiramatian Group Ranches to identify possible constraints and, design a project to address the latter, if applicable.

3.4.2 Identify and mobilise resources for a project to strengthen existing community resource-based enterprises and supportive institutional mechanisms in the two group ranches concerned.

3.4.3 Provide support for the implementation of the project through activities to be specified therein.

Potential Implementing/Facilitating Stakeholders:

ACC, KWS, CDTF

5.3 Logical Framework Matrix

A comprehensive Logical Framework Matrix is provided below.

Logical Framework Matrix for Community Development Plan, Magadi Division

<i>Objectives, Outputs, Activities</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Assumptions</i>
Goal Sustainable improvement in the livelihoods of the Maasai community living in Magadi Division	Improved status of community's capital assets	CDP end-of-year 3 impact assessment report	- Natural calamities such as droughts do not undermine the development process - Development of Magadi Division assigned higher priority by GOK
Objective Maasai community in Magadi Division participating fully and effectively in the development process	Increased engagement of, and dialogue between, community and all other development partners in development planning process	CDP monitoring/progress reports	Willingness of community to embrace and participate in broader partnership approach to development
Component/Component Objective			
Component 1: Development Planning Process Coordinated and inclusive approach to planning, resource mobilisation, and implementation of community development activities in Magadi Division established and operational	Development planning organisational structure with effective CDP Steering Committee and Secretariat in place by end of month 9, year 1	- Organisational structure - TOR for respective components of structure - Evaluation report on capacity building/training programme	Willingness of different stakeholders to embrace and participate in partnership approach to development planning, resource mobilisation and implementation of community development activities
Output 1.1: CDP planned and implemented on a rolling basis with resources secured from range of partners from government, private and civil society sectors	4-year CDP and budget reviewed and updated on annual rolling basis - Increase of at least 10% in resources available for community development over that already provided by MSC as from year 2 of CDP	- Annual 4-year rolling CDP - Annual monitoring and review reports - CDP Budget	Other partners contributing financially to CDP
Output 1.2: Cross-section of local stakeholders competent in participatory development planning, project-cycle planning, and monitoring, reporting and ongoing evaluation techniques	- Current CDP implemented according to schedule - CDP stakeholders utilising and taking action on monitoring/progress reports - CDP for next plan period (2009-2013) produced on participatory basis reflecting priority needs of community	- CDP M&E reports - Regular CDP monitoring/progress reports - CDP for plan period 2009-2013	
Output 1.3: Consultation and stakeholder engagement arrangements strengthened and operational	CDP Steering Committee/Secretariat reporting regularly to stakeholders on CDP implementation progress, receiving and responding to feedback	Regular CDP monitoring/progress reports	

<i>Objectives, Outputs, Activities</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Assumptions</i>
Output 1.4: Effective CDP monitoring, reporting and evaluation system in place and operational	▪ System designed and piloted by end of month 9, year 1 ▪ System fully operational providing regular monitoring/progress reports by beginning year 2	▪ Reports on design and piloting results ▪ CDP monitoring, reporting and evaluation system	▪ System design is flexible enough to accommodate reporting requirements of different stakeholders/agencies
Output 1.5: Community Development Planning Officer playing strategic and networking role on planning, coordination and implementation of the CDP	▪ Time devoted to networking/building partnerships with strategic partners increased by x % by end of year 1 ▪ Time devoted to “hands-on” community development work decreased by x % by end of year 1 and delegated to CDA	▪ Annual workplan ▪ Annual HR/performance appraisal report	▪ MSC agree to change in job description and responsibilities of CDO to CDPO ▪ MSC agree to support creation of new position of CDA
Component 2: Access to services Increased access to basic and developmental services achieved in Magadi Division	▪ x % increase in number of people accessing basic and developmental services by end of year 3	▪ MOH/AMREF health statistics ▪ MOE/Dupoto e Maa school enrolment statistics ▪ CDP end-of-year 3 impact assessment report	▪ Alternative sources of resources available
Output 2.1: Alternative and sustainable solutions to service provision developed	▪ Results of feasibility study on alternative and sustainable service delivery mechanisms disseminated by end of year 1 ▪ Action plan for phasing-in selected alternative service delivery mechanisms published early year 2	▪ Feasibility study report ▪ Action plan	▪ Feasible alternative solutions are available and are accepted by the community
Output 2.2: Skills of community organisations/groups to adopt community based approaches to provision of basic and other developmental services development and applied	▪ Skills in community-based approaches to service delivery being applied by x number of community organisations/ groups in respect of selected services specified in action plan from end of year 2	▪ Evaluation report on capacity building/training programme on community based approaches ▪ CDP monitoring/progress reports	
Output 2.3: Existing service provision strengthened and extended	▪ x % increase in number of facilities and geographical coverage by end of year 4 ▪ Increased participation of community and other stakeholders in maintenance of facilities	▪ CDP monitoring/progress reports	

<i>Objectives, Outputs, Activities</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Assumptions</i>
Output 2.4: New services developed and operational	x number of new services (e.g. micro-credit facility, information services) operating on a sustainable basis by end of year 4	- CDP monitoring/progress reports - CDP end-of-year 3 impact assessment report	
Component 3: Natural Resource Development Sustainable approaches to natural resource development developed and implemented	Appraisal/feasibility studies and design of proposed CDP natural resource development projects completed according to schedule	- Appraisal/feasibility study reports - Project design documents	Feasible sustainable approaches to natural resource development are available and are accepted by the community
Output 3.1: Sustainable approach to the development, utilisation and management of pastoral land developed	Majority of pastoralists concerned, together with other relevant stakeholders, participating in ongoing implementation of new livestock development project by end of year 4	- CDP monitoring/progress reports - End-of-first 4-year plan period impact assessment report	Willingness of community to take ownership of project
Output 3.2: Sustainable farming systems in Nguruman and Pakase established	All concerned farming communities, together with other relevant stakeholders, participating in ongoing implementation of new sustainable farming systems project by end of year 4	- CDP monitoring/progress reports - End-of-first 4-year plan period impact assessment report	Willingness of community to take ownership of project
Output 3.3: Community natural resource-based enterprises diversified and supportive institutional mechanisms strengthened in respect of Ol Keri and Oldonyo Nyokie Group Ranches	x number of new community natural resource-based enterprises earning income on a sustainable basis by end of year 4	- CDP monitoring/progress reports - End-of-first 4-year plan period impact assessment report	Group ranch arrangements remain intact
Output 3.4: Existing community natural resource-based enterprises and supportive institutional mechanisms strengthened in respect of Shompole and Olkiramatian Group Ranches	Increased level of income generated by existing natural resource-based enterprises by end of year 3	- CDP monitoring/progress reports - CDP end-of-year 3 impact assessment report	Group ranch arrangements remain intact

Activities			
Component 1. Development Planning Process 1.1.1 Set up CDP organisational and administrative structure and draw up TOR for respective parts of structure. 1.1.2 Undertake CNA of stakeholders involved in CDP organisational/ administrative structure and develop capacity building/training programme. 1.1.3 Implement capacity building/training programme. 1.1.4 In the case of CDP Steering Committee, build capacity of existing smaller SWOT through additional capacity building measures as specified. 1.1.5 In the case of CDO, provide training/skills development in relation to wider role. 1.1.6 Conduct specific training sessions for selected stakeholders on participatory development planning; project cycle planning techniques; and, participatory monitoring, reporting and evaluation. 1.1.7 Design and pilot CDP monitoring, reporting and evaluation system to accord with proposed specifications. 1.1.8 Operationalise and run CDP monitoring, reporting and evaluation system. 1.1.9 Map all potential linkages, and develop and implement plan of action for building network with those stakeholders that can offer positive support to CDP. 1.1.10 Undertake CNA of CBOs in relation to group operations and develop capacity building/training programme to cover topics as specified.			

1.1.11 Identify suitable NGOs to undertake training programme and implement accordingly. 1.1.12 Review status of MADDEP with a view to it fulfilling the function of network CBO for division as a whole, identify capacity requirements and meet these accordingly.			
Component 2. Access to Services 2.1.1 Undertake review/feasibility study of alternative/more sustainable service delivery mechanisms in each of the sectors currently being supported and in sectors not presently being supported. 2.2.1 Undertake awareness-raising on community-based solutions to service provision/appropriate technologies as identified in above study and on community's involvement in such approaches. 2.2.2 Undertake CNA of CBOs in relation to Activity 2.2.1 and develop training programme accordingly. 2.2.3 Identify suitable agencies to undertake training programme and implement accordingly. 2.3.1 Undertake review with government ministries concerned towards "regularising" MSC's current and future role in service provision possibly using private-public partnership arrangements. 2.1.2 On basis of outcomes of above activities, develop action plan for phasing-in selected alternative service delivery solutions. 2.1.3 Implement proposed partnership Singiraine-Nkama Water Project. 2.3.2 Continue to implement MSC's existing water sector activities until such time as above action plan can be put into			

effect. 2.3.3 Continue to implement the Sampu/Oloibortoto Water Upgrading Scheme. 2.3.4 Continue to implement MSC's existing health sector activities until such time as above action plan can be put into effect. 2.3.5 Assist in further development of package of activities on HIV/AIDS education and prevention in conjunction with the outreach component of MSC HIV/AIDS Workplace Strategy. 2.3.6 Implement capacity building/health infrastructure strengthening activities included in (proposed) <i>Magadi Integrated Health Programme, 2005-2009</i>. 2.3.7 Construct new Secondary School, Olkiramatian on phased basis. 2.3.8 Undertake evaluation of various bursary schemes operating in Magadi Division with a view to harmonising and rationalising them. 2.3.9 Continue to conduct community awareness-raising activities on issues of concern re: traditional Maasai cultural practices particularly those affecting access to schools, and those which may be linked to spread of HIV/AIDS. 2.3.10 Continue to implement MSC's existing infrastructure/transport sector activities until such time as above action plan can be put into effect. 2.3.11 Continue to implement MSC's existing commerce sector activities. 2.4.1 Undertake community awareness-raising on enterprise development and income-generating opportunities particularly natural resource-based ones.			
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2.4.2 Conduct training on establishing and running enterprises/income-generating activities on sustainable basis and provide refresher courses for women's/youth groups already engaged in micro-enterprise development. 2.4.3 Implement ongoing capacity building initiative, <i>Magadi Multipurpose Cooperative Society Limited Capacity Building Plan</i>. 2.4.4 Carry out feasibility study on provision of micro-credit facilities in Magadi Division for design of suitable intervention. 2.4.5 Identify and mobilise resources for micro-credit facility intervention. 2.4.6 Provide support for implementation of the micro-credit facility intervention.			
Component 3. Natural Resource Development 3.1.1 Carry out appraisal of existing livestock keeping system for design of livestock development project to enable pastoralists to improve main source of livelihoods and income generating potential on sustainable basis. 3.1.2 Identify and mobilise resources for livestock development project. 3.1.3 Provide support for implementation of livestock development project through such activities as specified. 3.2.1 Carry out appraisal of existing farming systems in Nguruman escarpment and Pakase and design project to enable farmers to benefit from this source of livelihoods on more sustainable basis. 3.2.2 Identify and mobilise resources for sustainable farming systems project.			

3.2.3 Provide support for implementation of sustainable farming systems project through such activities as specified. 3.3.1 Carry out feasibility study of promising NR-based enterprises, identifying synergies and conflicts with already existing NR enterprises re: Oldonyo Nyokie and Ol Keri Group Ranches. 3.3.2 Conduct representative and participatory process for selection of most promising enterprise(s) to be developed 3.3.3 Develop business plan for selected enterprise(s) with involvement of potential private sector partners. 3.3.4 Identify and secure investment support for enterprise development. 3.3.5 Provide support for implementation of enterprise business plan as specified. 3.3.6 Assist in establishment of NRM systems necessary for sustainable and successful NR-based enterprises. 3.4.1 Conduct evaluation/impact assessment of existing community NR-based enterprises and supportive institutional mechanisms re: Shompole and Olkiramatian Group Ranches. 3.4.2 Identify and mobilise resources for project to strengthen NR-based enterprises and supportive institutional mechanisms re: two ranches concerned. 3.4.3 Provide support for implementation of the project through activities to be specified therein.			
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Notes:

1. Activities are numbered in accordance with their respective outputs.
2. For brevity's sake, summarised versions of activities are provided in some cases (refer to main text for full descriptions).

6 Implementation Arrangements

6.1 Organisational and Administrative Arrangements

The proposed organisational and administrative arrangements for the further planning, implementation and coordination of the CDP are illustrated in Figure 6. Using the findings of the institutional framework analysis of Section 3, the arrangements have been designed to build on and/or to link with existing structures together with their respective membership, which are in place in relation to the current community development support. Thus, the SWOT fora, the MIDPP Project Steering Group, the Magadi Division Development Programme (MADDEP), local government, and the Sub-DDC, are amongst the bodies which have been taken into consideration in the design of the CDP organisational arrangements, which are described below.

Overall responsibility for further planning, implementation and coordination of the CDP will lie with the CDP Steering Committee. The committee will be constituted by the existing smaller SWOT forum and membership plus additional members such as more women and youth representatives, and members of the SWOT sub-committees, to enhance its operations. As previously described in Section 2, current membership comprises the local councillors (ward and nominated); the District Officer, Magadi; the chiefs of the four locations within the division; a representative from each of the four group ranches; you and women leaders; and, MSC personnel including the Managing Director, the CDO, the Director of Human Resources, the Project Director of the Pure Ash Project, and the Magadi Township Manager.

The CDP Steering Committee will be supported by the CDP Secretariat, which will be responsible for the day-to-day coordination of the CDP. The Secretariat will be structured as follows. It will be headed by the current CDO, the position being re-titled "Community Development Planning Officer" (CDPO), who will be assisted by a Community Development Assistant, a proposed new appointment. These personnel will be supported for a specified period of time by a Technical Adviser, who will be provided through technical assistance, and will also draw upon the technical expertise of the Component Task Forces.

A Component Task Force, based on the current task force arrangement under SWOT, will be established for each of the three components of the CDP. It will be responsible for implementing the respective actions and activities under the component concerned, as set out in Section 5. The membership of each Component Task Force will be formed from the implementing agencies which will have been selected by the CDP Steering Committee/Secretariat to undertake the different activities which comprise the component. The composition/membership of each Component Task Force will, therefore, change over time depending upon the timing of the implementation of the different activities under the component and the respective implementing agency/ies concerned.

Terms of Reference will be drawn up for the different parts of the structure, which will specify the membership, set out the respective responsibilities and delineate lines of reporting and communication. As will be noted, setting up the CDP organisational and administrative structure, drawing up the TOR, building the capacity of the different stakeholders involved to enable them to perform their roles in accordance with their TOR, and so forth, all constitute activities under Component 1. Development Planning Process, which would need to be implemented in the initial stage of the CDP implementation.

6.2 Consultation and Stakeholder Engagement Arrangements

The proposed consultation and stakeholder engagement arrangements for the CDP, which are also illustrated in Figure 6, are largely based on the existing situation and are closely linked with the organisational and administrative structure. Indeed, the interlocking membership involved, for instance, the Olkejuado County Council (OCC) elected representatives for the Magadi Division are members of the smaller SWOT, which, as described above, will form the CDP Steering Committee, should allow a regular two-way flow of information, communication and reporting between the respective arrangements.

6.3 Monitoring, Reporting and Evaluation System

Another of the activities under Component 1. Development Planning Process, which it is proposed be initiated by the CDPO at an early stage of the CDP implementation process, is the design of a CDP monitoring, reporting and evaluation system.

Some of the specifications for the design of the system are:

- to provide information on CDP financial and physical implementation progress for use internally and externally, that is, primarily the local stakeholders who are part of the consultation and stakeholder engagement arrangements;
- to incorporate a bottom-up participatory element;
- to link with MSC's internal financial tracking system on expenditure on its corporate social responsibility programme; and,
- to link with other monitoring and reporting systems, such as the drought early warning system, and development partners' M&E procedures.

The design should also build upon the CDP Log Frame Matrix, which has identified a set of objectively verifiable indicators and means of verification to output level.

6.4 Implementation Strategy and Scheduling

The CDP has been formulated as the means by which a different paradigm for future community development in Magadi Division, which involves a change in the way stakeholders coordinate and collaborate, can be applied. Moving from the current situation to the future paradigm will involve the development and adoption of new approaches and the re-orientation of existing ones; and, the establishment of new alliances and partnerships. Component 1. Development Planning Process has been designed to address these challenges. Implementation of certain key actions/activities under this component will also help to drive forward Component 2. Access to Services and Component 3. Natural Resource Development in terms of achieving their respective outputs and objectives.

It is proposed that the implementation of the first four-year CDP proceed on the following basis. First, as a preliminary phase, there will be a further round of consultation and dialogue on the current version of the CDP, with the intention of eliciting a) comments which can be taken on board by the Secretariat to "finalise" the plan and b) commitment from partners to support specific actions/activities within the plan, whether financial, technical, implementation support.

Secondly, there should be an early focus on initiating key start-up actions and activities under Component 1. Development Planning Process, such as the setting up of the CDP organisational and administrative arrangements and the design of an associated capacity building programme for the stakeholders involved, particularly the CDPO. Sourcing partners and funding would need to be an ongoing activity.

Simultaneously, priority will also be given to ensuring that the ongoing community development support as captured by the activities set out in Component 2. Access to Services continues to be implemented in accordance with existing plans and schedules.

Thirdly, in terms of scheduling, then the implementation of activities concerned with the adoption of alternative modes of service delivery and more sustainable and appropriate solutions to service provision, and with new areas of focus for community development support should proceed. Such activities range from undertaking a feasibility study of appropriate technologies and community-based solutions, networking to establish public-private-community partnerships, to carrying out a feasibility study of promising natural resource-based enterprises, and appraisal studies on livestock keeping, and farming systems.

The above provides a “rough and ready guide” to the scheduling of the CDP implementation. Clearly, a detailed implementation schedule, which will tie activities to availability and timing of funds, will need to be prepared in conjunction with the development of the CDP monitoring, reporting and evaluation system.

6.5 Financing

The proposed CDP has been formulated with the intention of bringing on board other partners in addition to MSC to support future community development in Magadi Division. The reliance on one main stakeholder to finance the latter - MSC currently allocates in excess of KSh140 million to its social responsibility programme - is, as has been concluded previously, not sustainable, desirable or appropriate in the longer term. The components of the CDP propose actions which will help put in place systems and processes to facilitate the establishment of partnership arrangements with funding for future community development coming from a range of sources - national government, local government, development partners, and civil society.

As indicated, one of the main tasks of the CDPO will be to identify funding partners and to work with them to ensure that funds are earmarked for the implementation of activities within the CDP. A flexible and pragmatic approach to implementation of the CDP will need to be adopted in accordance with the availability and timing of such funds. If funding is not forthcoming, the scope of the CDP for the period 2005-2008 will need to be revised with some activities being scaled down or rolled over until the next four-year planning period.

At this stage of the formulation of the CDP, it has not been possible to prepare cost estimates for activities on a comprehensive basis. Costs of current support to community development, primarily in relation to MSC, are, however, provided together with some estimates for the CDP Secretariat, as contained in Annex 4 Budget Outline and Cost Estimates. A detailed draft budget for activities under *Natural resource-based Enterprise I* is also included therein.