

Annex 3 Supplementary Data

Table 3.1 Initial Stakeholder Analysis in relation to Community Development Activities, Magadi Division

STAKEHOLDER	DESIGNATED ROLE/ MANDATE	STRENGTHS	WEAKNESSES	INTERFACE WITH MSC	DEGREE OF IMPORTANCE TO MSC
Maasai Communities, Magadi Division	- local inhabitants	- sustainable livelihood/capital assets	- limited capacity e.g. low literacy levels to leverage capital assets - depletion of natural resources, main source of communities' livelihoods	Regular interaction but generally through an intermediary/via SWOT	High
Magadi Group Ranches	- management of group resources so as to benefit the GR members	- structures and processes/ framework in place to promote nature-based economic development	- group ranch concept undermined by poor accountability; cumbersome management structures; confused resource ownership and use rights; low skills and awareness; ineffective collaboration	Regular interaction via SWOT	High
Magadi Soda Company	- for-profit enterprise focused on extraction of soda and salt, with long-term lease on Lake Magadi/surrounding land	- implementation of corporate social responsibility policy - institutionalised stakeholder engagement arrangement (SWOT) - local employment generation	- non-sustainable approach to community development support		
Ministry of Education, Science & Technology	- provision of enabling framework for development of education sector posting of teachers management of examinations	- support of divisional education office (see Provincial Administration)	- limited level of CG support (financial/human resources) to education sector in Magadi Division	Regular interaction via MSC's support to education sector	Medium - potentially higher
Ministry of Health	- provision of enabling framework for development of health sector - provision of health personnel - provision of drugs to clinics and dispensaries	- provision of drugs to clinics and dispensaries - provision of some health personnel to dispensaries - provision of training initiatives e.g. HIV/AIDS	- limited level of CG support (financial/human resources) to health sector in Magadi Division especially for rural clinics and dispensaries	Regular interaction via MSC's support to health sector	Medium - potentially higher
Ministry of Agriculture/ Ministry of Livestock (& Fisheries Development)	- provision of enabling framework for development of agriculture/livestock sector	- provision of staff at divisional level	- detrimental effects of policy change on agricultural extension/veterinary services - limited level of CG support (financial/human resources) to agriculture/livestock sector in Magadi Division	Limited interaction	Medium - potentially higher
Ministry of Environment & Natural Resources & Wildlife/NEMA	- provision of enabling framework for development of environment/NR sector - oversight of management of environment and natural resources	- provision of staff at divisional level	- limited level of CG support (financial or human resources) to environment/NR sector in Magadi Division - inadequate information dissemination on policies	Limited interaction	Medium - potentially higher

STAKEHOLDER	DESIGNATED ROLE/MANDATE	STRENGTHS	WEAKNESSES	INTERFACE WITH MSC	DEGREE OF IMPORTANCE TO MSC
Ministry of Water Resources Management & Development	<ul style="list-style-type: none"> - provision of enabling framework for water resources management and development 	<ul style="list-style-type: none"> - provision of staff at divisional level 	<ul style="list-style-type: none"> - limited level of CG support (financial or human resources) to water resources sector in Magadi Division 	Limited interaction	Medium - potentially higher
Ministry of Tourism & Information	<ul style="list-style-type: none"> - provision of enabling framework for development of tourism sector - marketing of tourist destinations - licensing of eco-tourism ventures 		<ul style="list-style-type: none"> - limited presence in the Division 	Limited interaction	Medium - potentially higher
Ministry of Lands & Settlements/ Registrar of Group Representatives (RGR)	<ul style="list-style-type: none"> - provision of enabling framework for management and development of land resources e.g. Land (Group Representatives) Act - provision of administrative function for group ranches 	<ul style="list-style-type: none"> - skilled manpower at HQ and in district offices 	<ul style="list-style-type: none"> - corruption/abuse of land allocation procedures - unfilled mandate in support of group ranches e.g. RGR administrative function not adequately carried out 	Limited interaction	
Ministry of Gender, Sports, Culture & Social Services, Dept. of Social Services	<ul style="list-style-type: none"> - facilitation of social/ community development 	<ul style="list-style-type: none"> - ability to mobilise communities 	<ul style="list-style-type: none"> - resource constraints limit engagement with communities 	Limited interaction	Medium - potentially higher
Kenya Wildlife Service	<ul style="list-style-type: none"> - conservation of wildlife and protection of inhabitants from wildlife through problem animal control and conservation education/advice on wildlife management and utilisation 	<ul style="list-style-type: none"> - partnerships with communities on managing conservation areas - ranger output on Olkiramatian - active participation in Shompole ecotourism project - training of scouts/guides 	<ul style="list-style-type: none"> - severe human and financial resource constraints 	Medium	Medium - potentially higher
KETRI	<ul style="list-style-type: none"> - research into Trypanosomiasis 	<ul style="list-style-type: none"> - potential contribution to improved livestock through local research into livestock diseases 	<ul style="list-style-type: none"> - limited application of research findings - little community involvement in research 	Limited interaction	Medium
Local MP	<ul style="list-style-type: none"> - representation of constituents 		<ul style="list-style-type: none"> - oriented towards urban/peri-urban parts of constituency 	Limited interaction	Medium
Provincial Administration: District Officer, Magadi Chiefs (4 Locations) Assistant Chiefs (13 Sub-locations)	<ul style="list-style-type: none"> - administration of central government affairs down to grassroots level including security and development planning - representation of sectoral ministries at divisional level 	<ul style="list-style-type: none"> - administrative mandate - capacity to mobilise communities 	<ul style="list-style-type: none"> - inaccessible DO offices - limited provision of government services - weak and hierarchical communication links between chief/assistant chief and communities - no development budget 	Regular interaction via DO/SWOT	High

STAKEHOLDER	DESIGNATED ROLE/ MANDATE	STRENGTHS	WEAKNESSES	INTERFACE WITH MSC	DEGREE OF IMPORTANCE TO MSC
Local Government: Olkejuado County Council/Ward Councillors Local Government Staff	<ul style="list-style-type: none"> - representation of electorates' interests in local decision-making process - provision of local services and infrastructure in accordance with vested powers and duties 	<ul style="list-style-type: none"> - some skilled manpower - use of some Local Authorities Transfer Fund monies in accordance with Local Authority Service Delivery Action Plan on community development activities 	<ul style="list-style-type: none"> - weak communication links between councillors and communities - rigid LA working practices/ structures which prevent adoption of new approaches to service delivery - severe human and financial resource constraints 	Regular interaction via SWOT	Potentially high
Community-Based Organisations: Women's Groups Youth Groups Men's Groups e.g. Women's Lobby, Lenkobei Community Integrated Project	<ul style="list-style-type: none"> - informal individual groups concerned with improving standard of living/quality of life through various activities 	<ul style="list-style-type: none"> - generating alternative sources of income and development - community mobilisation skills - establishing participatory decision-making processes within community 	<ul style="list-style-type: none"> - small size of groups may limit longer-term viability - operate independently without link to wider network - low literacy levels 	Limited interaction	Potentially higher
Non-Governmental Organisations (international and local) including SNV, ITDG-EA, AMREF, ACC, Rotary Doctors, HEART Team, Dupoto e Maa, and Entasopia Community Development Project	<ul style="list-style-type: none"> - provision of services - provision of technical information and research - intermediary role between government agencies/MSA and communities - information exchange and dissemination - networking and advocacy 	<ul style="list-style-type: none"> - some have highly skilled technical manpower - expertise in community mobilisation, participatory approaches, communication - proven ability to work in partnership - some provide international exposure and linkages 	<ul style="list-style-type: none"> - lack of transparency in some organisations - some lack of collaboration between groups leading to duplication/ overlap/confusion in targeted communities 	Regular interaction via CDO/larger SWOT	High
International Partners (including financial, technical assistance, capacity building partners) including Danida, DFID, Dutch Government, World Food Programme, ICIPE, ILRI	<ul style="list-style-type: none"> - financial assistance - technical assistance - information exchange 	<ul style="list-style-type: none"> - strong financial base - strong technical capacity - transparent and accountable global linkages - wealth of experience 	<ul style="list-style-type: none"> - rigid bureaucratic procedures among some donors - limited interest in collaboration/ partnership arrangements 	Low level of interaction	Medium - potentially higher
International Finance Corporation	<ul style="list-style-type: none"> - investment in private sector in accordance with environmental and social safeguard policies 	<ul style="list-style-type: none"> - negotiating powers with Magadi Soda Company - commitment to preparation of targeted CDP via Corporate Citizenship Facility 		Regular interaction	High

STAKEHOLDER	DESIGNATED ROLE/ MANDATE	STRENGTHS	WEAKNESSES	INTERFACE WITH MSC	DEGREE OF IMPORTANCE TO MSC
Art of Ventures	<ul style="list-style-type: none"> - private management/ownership of Shompole Ecotourism Lodge - on contract basis for Maa O'leng Limited Company - training of local people to manage lodge 	<ul style="list-style-type: none"> - support to development of ecotourism - providing local employment 	<ul style="list-style-type: none"> - insufficient exposure of local people/community to marketing of ecotourism sector 	Limited interaction	Potentially higher
Maa O'leng Limited Company	<ul style="list-style-type: none"> - ownership of Shompole Ecotourism Lodge, with management by Art of Ventures - development of other natural resource-based enterprises 	<ul style="list-style-type: none"> - providing mechanism for community involvement in ecotourism and conservation 	<ul style="list-style-type: none"> - weak management and financial management capacity re: future responsibility for running lodge 	Limited interaction	Potentially higher
Horticultural Companies	<ul style="list-style-type: none"> - trading in horticultural produce for export 	<ul style="list-style-type: none"> - export income earnings - provision of local employment 	<ul style="list-style-type: none"> - extractive, for-profit activity with no social responsibility to community/investment in soils - no contribution to use of infrastructure developed by MSC 	Limited	Potentially higher through supporting MSC's community development efforts

Source: CDP Consultancy Inception Report, May 2004.

Table 3.2 SWOT of the SWOT Stakeholder Groups

Group	Strengths	Weaknesses
Women's Group (Group 1)	<ul style="list-style-type: none"> • Honesty • High concern for development and family welfare • High sense of ownership of the CDP • Empathy and understanding • Commitment and voluntary service (able to mobilise resources) 	<ul style="list-style-type: none"> • High level of illiteracy • Inadequate coherency and unity • Inadequate knowledge on human rights • Spend too much time in search of water hence little time to engage in development activities • Own little or no resources • Poor housing • Lack of appropriate employment opportunities
Group Ranches (Group 2)	<ul style="list-style-type: none"> • Group Ranches are legally recognised entities • Group Ranches are organised • Human Resources (labour though unskilled) • Ownership of natural resources <ul style="list-style-type: none"> – Land – Water – Sand – Wildlife – Forest – Stones 	<ul style="list-style-type: none"> • High levels of illiteracy among members • Inadequate technical skills • Poor infrastructure (roads, telephone)
Administration and other GoK Ministries (Group 3)	<ul style="list-style-type: none"> • Coordination functions • Budgetary and other resources when available • Authority (able to mobilise) • Skills and personnel (<i>Ujuzi</i>) • Available at all levels (always) 	<ul style="list-style-type: none"> • Inadequate logistics (facilities, equipment, vehicles) • Inadequate personnel • Not current with development agenda / trends • Negative attitude • Low motivation among personnel • Involvement in local politics • Inadequate financial and budgetary constraints

Group	Strengths	Weaknesses
Local Government / Political Leaders - Councillor (Group 4)	<ul style="list-style-type: none"> • Capacity to mobilise community and donors • Ability to co-finance 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 the educational bursary within the wards 	<ul style="list-style-type: none"> • Inadequate trust with other development partners (e.g. NGOs) • Insubordination on leadership • Lack of facilitation like transport • Vast wards • Destructive and negative politics
NGOs / CBOs (Group 5)	<ul style="list-style-type: none"> • Capacity for proposal writing • Sourcing for funds • Improved transparency and accountability • Ability to network • Ability to work with grassroots in order to address the local felt needs 	<ul style="list-style-type: none"> • Lack of coherent policy on collaboration and coordination for initiatives like the CDP • Inadequate communication from and to the local communities • Poor communication (bottom-up; top-bottom)
Private Sector (Magadi Soda Company) (Group 6)	<ul style="list-style-type: none"> • Available data concerning the community felt needs • Good knowledge of the area having been in Magadi longer than most partners • Available resources and commitment to Community Relations • A good track record on community relations (COYA 2002, 2003 & 2004) • Transparency (Best Financially Managed Company of the Year) • Good partnership with Development Partners in the Division (NGOs, Private Sector, GoK, Olkejuado County Council) • A developed structure to deliver CDP (e.g. Community Relations Office, the SWOT Group, Policy) • Company is positive on community relations 	<ul style="list-style-type: none"> • Haphazard reaction to community requests • Varying cultural backgrounds among company employees giving rise to stereotyping of local community members • Inadequate sensitisation and appreciation by some company staff on good community relations • Competition for resources among the various stakeholders (community, GoK (rates, taxes), Olkejuado County Council (cess, rates))

Group	Opportunities	Threats
Women's Group (Group 1)	<ul style="list-style-type: none"> • Improved coordination among community, NGOs, CBOs and others • Improved distribution of resources to reach the needy and otherwise marginalised areas • Easier and focussed fundraising 	<ul style="list-style-type: none"> • CDP should address women concerns • Rigidity in the CDP to exclude emerging women needs and concerns • In the event that few donors are willing to fund within the CDP framework
Group Ranches (Group 2)	<ul style="list-style-type: none"> • Enhanced opportunity to develop tourist facilities • Free Education provides opportunity for more children to go to school leading to acquisition of skills 	<ul style="list-style-type: none"> • Negative politics • Poverty • Natural calamities (drought, diseases, floods)
Administration and other GoK Ministries (Group 3)	<ul style="list-style-type: none"> • Staffing - continuous • Potential to attract more GoK funding • Increased collaboration with other working partners 	<ul style="list-style-type: none"> • Politics negative • Population influx (new plant) • Uncertainty (retrenchment policies)
Local Government / Political Leaders - Councillor (Group 4)	<ul style="list-style-type: none"> • Increased opportunities to acquire skills • Enhances donor support • Ability to mobilise donor funding • Coordination of NGO activities 	<ul style="list-style-type: none"> • Politicians always side with majority despite positive or negative • Corruption among leaders and people appointed to officiate the projects (e.g. chairpersons) • Rejection and abandoning of project because of political differences • Allocating projects where not required much due to political favouritism
NGOs / CBOs (Group 5)	<ul style="list-style-type: none"> • Avail a working and guiding plan document • Easier resource mobilisation • Organised plan to avoid duplication • Provide expertise to the Private Company to fulfil its social responsibilities (co-funding) 	<ul style="list-style-type: none"> • Lack of legal entity to coordinate the implementation of the CDP • Lack of flexibility (rigidity) in the CDP and its implementation • Some NGOs / CBOs might be excluded by strict CDP guidelines or areas of focus

Group	Opportunities	Threats
Private Sector (Magadi Soda Company) (Group 6)	<ul style="list-style-type: none"> • New fashion of NGOs / GoK / Private Sector Partnership • International networking available for soliciting for funds • Collecting funds from various players within the Company for development purposes (employees - local & international, film crews, researchers, contractors) • Success of the Pure Ash may lead to wider community profile • Use of transparent financial system to lobby for funds 	<ul style="list-style-type: none"> • Withdrawal by investors • Community projects might not be self-sustaining • Politics either locally or nationally • Misunderstanding internally or externally on what Magadi Soda Company does • Great expectations from the community some of which might not be fulfilled

Notes:

Table 3.2 contains the results of a SWOT of six of the constituent stakeholder groups represented on the larger SWOT.

Table 3.3 SWOT of the SWOT and Other Coordinating Bodies

	Strengths	Weaknesses
SWOT Group	<ul style="list-style-type: none"> • Diverse community representation in one forum • Conducting regular meetings to follow-up on action • Decisions made are binding • Avoids duplication • Serving as a channel for communication between MSC and community • Conflict resolutions • Policy formulation: <ul style="list-style-type: none"> - employment - housing - business, etc. • Targeted approach to Magadi community • Holistic approach to development • Community has been able to influence private sector (MSC) 	<ul style="list-style-type: none"> • Lack of legal status* • Delay in implementation of SWOT • Poor attendance at SWOT meetings by some groups e.g. Group Ranches (reasons include: problems with communication and transport, monotony and fatigue, and impatience) • Lack of down-flow of information/SWOT feedback to community
Other Coordinating Bodies Group	<p>Sub-DCC:</p> <ul style="list-style-type: none"> • Legal entity • Appropriate structure providing links with communities • Enables “democratic” expression <p>PSG:</p> <ul style="list-style-type: none"> • Proper coordination between all MIDPP implementing agencies • Enables participatory planning • Involves different stakeholders • Transparency and accountability 	<p>Sub-DCC:</p> <ul style="list-style-type: none"> • Poor accessibility of venue of Sub-DCC • Lacks information on government policies

Group	Opportunities **	Threats **
SWOT Group	<ul style="list-style-type: none"> • Ability to fund-raise/source funds • Networking with other relevant stakeholders/ bodies • Capacity to coordinate development within the community • Human resource mobilisation • Strong credibility within the community • Available data bank for further exploitation in respect of CDP implementation 	<ul style="list-style-type: none"> • Traditional way of life i.e. pastoralism • Negative politics both internal and external • Natural calamities e.g. droughts, floods, etc. • Lack of adequate procedures to enhance transparency and accountability • Misinformation/communication breakdown • Lack of funding to implement projects/activities • SWOT has no legal standing • Waning/fading community involvement in the SWOT process
Other Coordinating Bodies Group	<ul style="list-style-type: none"> • Pure Ash Plant (contracts, works, etc.) • Ability to use lobbying skills 	<ul style="list-style-type: none"> • High competition between different coordinating agencies • Inequality between partners in terms of power, resources and money

Source: CDP Consultancy Output Report, 'Results of SWOT Session with Larger SWOT, Magadi, 28 July 2004', August 2004.

Notes:

Table 3.3 refers to a SWOT of the SWOT forum as an "institutional arrangement" and of other coordinating bodies which are concerned with community development in Magadi Division.

* weakness could become a strength if links made between SWOT and other legal entities e.g. Sub-DDC, OCC/LASDAP.

** generally, concept of opportunities and threats not well understood; in many cases, the latter more often constituted weaknesses.

Table 4.1 Priority Areas of Need, Magadi Division

Priority Areas of Need	Score			
	Men	Women	Youth	Total
Education	10	10	10	30
Health, Medical Facilities & Sanitation	8	10	9	27
Water	9	8	9	26
Livestock Diseases (costs of treatment)	5	3	5	13
Lack of Market/Declining Group Income	4	6	2	12
Roads/Transport/Communication	5	2	5	12
Poverty Eradication/Income Generating Activities	4	3	3	10
Natural Resource/Wildlife Conservation	2	2	1	5
Slaughter House	2	1	1	4
Credit Facilities	1	1	1	3
HIV/AIDS, Other STDs	1	0	1	2
Low Capacity	1	0	1	2
Poor Housing	0	2	0	2
Food Relief Services	0	1	0	1

Source: CDP Consultancy Participatory Rural Appraisal, July 2004.

Table 4.2 Impact Assessment and Future Potential of Community Development Activities, Magadi Division

SECTOR/ PROJECT/ACTIVITY	CAPITAL ASSETS/ IMPACT						CONCLUSIONS AND COMMENTS ON FUTURE POTENTIAL
	Social	Political	Human	Physical	Financial	Natural	
COMMERCE							
MSC Contracts							Potential for expansion through exploring support from agencies such as SNV and APDF-IFC
MSC Business Stalls							Limited impact to date but potential for improvement as IGA opportunities, which will require training and capacity building amongst community applicants
MSC Repair of Posho Mills, Oloika and Olkiramatian							Good potential for replication in areas where high demand and provided that type of management problems experienced with Oloika are addressed
Micro-Enterprise Development, MIDPP							
Entasopia	++	0	+	+	+	0	Project needs further strengthening and has high replication and expansion potential
Kamakuru 1	++	+	++	++	++	+	
Kamakuru 2	+	0	+	+	+	+	
HEALTH							
Magadi Hospital							Impact high - local community comprises 60% of outpatients, 95% of inpatients. Continued support necessary but alternative longer-term solutions need to be explored
Entasopia Trachoma Project	++	+	++	++	+	++	High replication and expansion potential
AGRICULTURE & LIVESTOCK							
Nguruman Irrigation Scheme	++	+	++	+	++	++	Activity has potential for being successfully strengthened and expanded
Lenkobei Tsetse Community Project	+	+	0	0	+	+	Activity has high potential for improvement and expansion as affordable and environmentally-friendly approach

SECTOR/ PROJECT/ACTIVITY	CAPITAL ASSETS/ IMPACT						CONCLUSIONS AND COMMENTS ON FUTURE POTENTIAL
	Social	Political	Human	Physical	Financial	Natural	
AGRICULTURE & LIVESTOCK contd.							
Livestock Market Centre, Shompole	+	+	+	++	+	0	Activity has potential for being strengthened and replicated to other centres
Livestock Market Centre, Oldonyo-Onyokie	++	++	+	+	+	0	Activity needs to be improved but has good potential for replication though not “wholesale”
NATURAL RESOURCES/ ENVIRONMENT							
Shompole Eco-Lodge	+	+	+	+	++	++	Activity has potential for being replicated in other areas but with more emphasis on building capacity of community to ensure more sustainable input/participation
WATER							
Water Provision: Train and Storage Tanks	+	0	+	++	+	++	Activity has high potential for improvement and modification so that it becomes supplementary to other modes of water provision
Sampu Water Pipeline	+	0	+	+	+	+	Activity has high potential for improvement to address management problems, which are obscuring benefits of this cheap and effective way of delivering water over long distances and to many people.
Dam Construction, Oldonyo-Onyokie	-	0	++	+	0	+	Activity has not benefited community. Type of support highlights need for greater community involvement and increased collaboration/partnership with other stakeholders

SECTOR/ PROJECT/ACTIVITY	CAPITAL ASSETS/ IMPACT						CONCLUSIONS AND COMMENTS ON FUTURE POTENTIAL
	Social	Political	Human	Physical	Financial	Natural	
WATER contd.							
Karamae Shallow Well, Improving Water Supply, MIDPP	+	0	+	+	0	0	Activity not replicable since groundwater in Magadi Division is mainly saline and of limited quantities. Points to need for other appropriate options to be explored e.g. rainwater harvesting with storage pans/dams
Olkeju Ngiro Water Pipeline, Improving Water Supply, MIDPP	+	0	+	+	+	+	Project is a gravity scheme and has potential for being expanded to Olosinyai and Koora areas
HOUSING							
Housing, MIDPP	++	+	+	+	+	+	Project has potential for replication and scaling up through provision of revolving funds and making construction materials readily available in Magadi township
EDUCATION							
Bursary Schemes							Potential for expansion of such support but through harmonisation with other bursary schemes including those sponsored by community groups, and by GOK
Ilparakau Primary School: Construction of classrooms	++	+	+	+	+	+	Support to schools, particularly re: girl child education, has potential for being expanded to ensure sustainable development
Kayiorr Nursery School, Oldorko, Improving Education, MIDPP	+	0	0	0	0	0	Activity has potential for being expanded in order that the provision of classes 2-4 at the very minimum be supported
Olkiramatian Primary Boarding School	++	+	+	+	+	+	Activity has potential for continued support

SECTOR/ PROJECT/ACTIVITY	CAPITAL ASSETS/ IMPACT						CONCLUSIONS AND COMMENTS ON FUTURE POTENTIAL
	Social	Political	Human	Physical	Financial	Natural	
EDUCATION contd.							
Magadi Secondary School	+	0	+	+	+	0	Potential for expansion with consideration being given to provision of another secondary schools for girls only (boarding), existing school being for boys only as face fewer social challenges than girls
INFRASTRUCTURE & TRANSPORT							
Komeya Rural Transport Services, Improving Access and Transport, MIDPP	++	++	++	++	++	+	Activity has high potential for being enhanced and replicated elsewhere in Magadi Division using Komeya community as trainers/role models

Source: CDP Consultancy Inception Report, May 2004.

Legend:

- xx very positive
- x positive
- 0 no change
- negative
- very negative

Table 4.3 Community-derived Solutions by Capital Asset, Magadi Division

Proposed Solutions by Capital Asset	
<p>HUMAN CAPITAL</p> <p>Education</p> <ul style="list-style-type: none"> • Provision of adult education • Staffing schools with trained teachers by the government • Re-training of current teaching and management staff • Provision of bursaries for secondary education • Strengthening management capacity of management committees • Strengthen education and learning on alternative livelihoods. <p>The above could be provided through local fund-raising (<i>harambees</i>), support from the local authority, MSC and NGOs.</p> <p>Health</p> <ul style="list-style-type: none"> • Provision of health drugs, equipment and staff within the clinics and dispensaries • Secondment of more doctors to Magadi division • Build capacity of communities in preventive health care • Build capacity of community health workers and health committees • Counselling, education seminars and support on HIV/AIDS from HIV/AIDS-related NGOs. 	<p>NATURAL CAPITAL</p> <p>Livestock</p> <ul style="list-style-type: none"> • Training of community health workers on curative and preventive animal health • Support drug supply system within community - e.g. establishment of drug stores managed by the community • Secondment of veterinary officers • Management of tse-tse fly menace • Construction and expansion of cattle dips in liaison with Veterinary Department livestock health campaigns. <p>Conservation</p> <ul style="list-style-type: none"> • Support community wildlife initiatives • Strengthen community, public/private partnership in the management of wild life resources • Resolve community wildlife conflicts - such as elephants and monkey menace in Nguruman • Support rehabilitation of degraded environments • Support alternative livelihoods such as bee keeping, eco-tourism and power generation for horticultural produce especially in Nguruman.
<p>FINANCIAL CAPITAL</p> <p>Access to Markets</p> <ul style="list-style-type: none"> • Support and strengthen livestock-based enterprises e.g. rearing and selling of small stock by youth and women groups • Support bee production and marketing • Support acquisition of transport facilities such as bicycles (<i>boda boda</i>) • Strengthen training in management and business skills • Avail credit facilities and support groups to access them. 	<p>PHYSICAL CAPITAL</p> <p>Water Resources</p> <ul style="list-style-type: none"> • Replacement of plastic pipes with steel ones • Training the local community on pipeline maintenance • Sinking of more bore holes and shallow wells • Strengthening the capacity of committees in water management • Recruitment of permanent staff to manage water facilities • Construction of more tanks along the pipeline among other suggestions

	<ul style="list-style-type: none"> • Development durable water technologies • Extension of pipelines. <p>Health</p> <ul style="list-style-type: none"> • Support establishment of decentralised health facilities within walking distance. <p>Education</p> <ul style="list-style-type: none"> • Construction of new primary schools and refurbishing others • Construction of new secondary schools • Expansion of schools to include boarding facilities especially for girls. <p>Roads/Transport/Communications</p> <ul style="list-style-type: none"> • Construction of a causeway/bypass over Oldonyo Nyokie swamp • Grading and murraming of feeder roads • Improve rural transport facilities, road maintenance and repair using labour-based methods (as under MIDPP/ITDG) • Promote public transport.
<p>SOCIAL CAPITAL</p> <ul style="list-style-type: none"> • Support groups through micro enterprise initiatives • Develop groups' capacity • Provide credit facilities for groups • Support men and youth groups • Support women and youth groups in gender development. 	<p>POLITICAL CAPITAL</p> <ul style="list-style-type: none"> • Promote access to national leadership structures e.g. the MP and OCC • Promote women's participation in wider political system in the Division, District and nationally.

Source: CDP Consultancy Participatory Rural Appraisal, July 2004.