CREATING CITIZEN'S GOVERNANCE INSTITUTIONS FOR NATURAL RESOURCES CONSERVATION AND DEVELOPMENT

A. DETAILS OF ORGANIZATION REQUESTING FUNDING.

1. NAME: SAHELIAN SOLUTIONS FOUNDATION

2. ADDRESS/CONTACTS:

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3. REGISTRATION:
SASOL is an NGO incorporated in the Republic of Kenya on 23/07/93 Certificate No. C. 50265.and registered under the NGO Co-ordination Act on 04/05/94, OP/218/051/9369/328. Copies of registration documents are found in Appendix 3.

B. CREATING CITIZEN'S GOVERNANCE INSTITUTIONS FOR NATURAL RESOURCES CONSERVATION AND DEVELOPMENT.

1. PROJECT FOCUS:
The project focus is to build up the capacity of community democratic governance institutions to manage, in a sustainable manner, natural resources for improved production thereby address poverty in the semi-arid areas of Kitui..

2. PROJECT JUSTIFICATION

2.1. KITUI DISTRICT BACKGROUND
Kitui District has an area of 31099 sq. kms. of land which includes 6, 309 sq. kms. occupied by Tsavo East National Park. The district is a semi-arid region whose basic natural resources, comprising of land, water and forests, are being depleted. They cannot adequately support a growing population.

Rain falls in two main seasons per year. It is normally unreliable and inadequate. The unreliable and unpredictable rainfall often leads to shortage of water, pasture, poor harvests and inevitable food shortages and famines. Rivers are semi-permanent or seasonal in nature. The only permanent rivers, the Athi and Tana rivers, form a common boundary between Kitui and the neighboring Districts of Makueni, Machakos, Embu and Garisssa respectively. About 37% of Kitui land is of medium agricultural potential receiving between 500 and 800mm of rainfall per annum. This amount of rainfall is sufficient to support rainfed agriculture provided the right type of crops, seeds and appropriate conservation practices are adopted by the farmers. If the rainfall is evenly distributed, Katumani maize, beans, millet, sorghum and cowpeas can be grown. Most of the land receives less than 500mm of rainfall. Consequently, it is only suitable for livestock rearing. Livestock farming in Kitui however, requires new management techniques that are not harmful to the environment.

2.2. PAST ORGANIZATIONS: STRATEGIES AND OUTPUTS.
Traditional Kamba organizational logic, forced labor and women only development groups are relevant to the design of future organizations to undertake community development.

Historically, the Kitui Kamba community had an organization for community al work, the Mwethya, to tackle huge tasks difficult for individual households. Each age set in the community had a role to play in collective work. A good example is building of a hut. The old men sited the hut and dug the holes. The young men collected the poles from the forest. The young women fetched the grass and the old ladies thatched. The hut was thus built in a day. The council of elders, which was responsible for the village, called the Mwethya on request of

individuals. They were responsible for setting community rules and enforcing compliance. They had the power to discipline; even ostracize a person who did not take part in community work. They employed enforcers who could arrest deviant members, bring them to the disciplinary council (King'ole) and mete out the sentence delivered by the council.

Scouting for useful knowledge for the community was a routine affair in this organization. The organized community had the will and capacity to seek, process and absorb desired external knowledge for integration into the communal mind. This was achieved by systematic debriefing of both locals and foreigners who came to the community from outside. Their knowledge would be debated and processed and spread if it was beneficial to the community. Elders, both male and female, were involved in the knowledge evaluation process. A succession process ensured the survival of community organization by socializing successive age sets. These leaders learned from their predecessors and build on past knowledge. This knowledge and organizational system was in part destroyed by the dynamics of colonial rule in general and the tradition of community forced labor in particular.

In the nineteen fifties the colonial government had a program of building earth dams, and roads in Kitui using community forced labor. Alongside this program there was a program of forced collective terracing, grass planting and rehabilitation of bare lands. All was in the interest of protecting community natural resources and creating community assets! People were rounded up to form the labor corps in these programs. To escape forced labor, many young people ran away. The earth dams, which were constructed, silted and the bare lands were neglected again after the program. Even more tragically, resistance to terracing farmland, protecting grazing lands and protecting water sources and other natural resources was created in the community. Structures erected by the government rapidly fell into decay. This situation did not change at independence for nationalist agitation claimed that part of independence was to leave communal forced labor. Consequently, at independence, the traditional community wide mechanisms for assuring protection of natural resources were not refurbished

Since independence and up to the eighties, the development industry spawned women groups as the major conduit of development goods and services into the rural populations. Development became old women business. Men and youth had no place in this calculus. Goods and services delivered ended in the hands of the old women officials and their cronies. This resulted in formation of very many small groups designed to give official positions to specific individuals. This guaranteed the leaders benefits. This situation created division in the community and promoted hostile competition both driven by development resources external to the communities. The attendant rivalry between group leaders limited the size of the groups. The average group consisted of 30 members. The membership was therefore too small to influence the wider community, which could not benefit directly from the closed system. As the system evolved, individual old women, like their leaders, joined many groups to maximize individual benefits.

Many of the programs undertaken by the groups were individually driven and were not based on relevant community problem analysis and prioritization. Furthermore the programs undertaken were personalized and the wider community had no access to group programs, for example a group well. Group activities then became tantamount to socio-political occasions of no relevance to community asset formation. They existed and were justified only by the handouts from the development industry. How otherwise can anyone, justify 30 grownup women running a nursery to which they supposedly attend everyday for six months to produce 1000-2000 tree seedlings? The estimated cost for each tree seedling so produced is about Ksh. 1000. These tree nurseries, which have existed in the wider Kitui community for many years, have no impact on improving afforestation or introducing new commercial trees. However, there are numerous wheelbarrows, ploughs, shovels, jembes, mattocks, planting plastic bags, and watering cans at group official's households!
Program driven groups further undermined the historic social organization of the community by throwing up illegitimate officials. Many of these officials were opportunists who could not find a place normal community structures. The disruption and fragmentation weakened the bargaining power the community structures might have had with the state, the single party, officialdom or the development industry. Since the opportunistic leaders could not compel the

people to listen to them, and since they had access to the powers outside the community, they blocked many community initiatives, particularly where they were started without their sanction.

It is the group leaders who attended all the courses given by the programs whether funded by donors or the government as most training took place outside the community. The leaders further privatized the little knowledge they got in the endless workshops but did not actionalise it to create public assets or institutions in the varied communities. The group leaders appropriated the role of spokesmen for the community, albeit illegally. Whilst the community need was for creation of larger institutions to handle community wide development needs, different individual oriented program activities were stressed by both government and donors. In SASOL's Kitui experience, these programs led to fragmentation in base communities.

The proposed program will not only address the issue of natural resources but will focus on recreating democratic community wide institutions and governance processes to guarantee salience of community development activities. Over the past ten years SASOL has gained experience in this out of its past efforts.

3. PROPOSED PROGRAM DESIGN:

3.1. THE STRATEGIC FRAMEWORK FOR COMMUNITY GOVERNANCE INSTITUTIONS

SASOL's involvement in the development of water sources, as a production platform, in Kitui, over the past ten years, has shown that some of the critical bottlenecks in the development of community capacities are issues of representation, organizational salience and scale of operations.

Community Development is the process of initiating a variety of changes in order to improve the standard of living in specific communities facing specific bottlenecks. It endeavors to improve people's governance structures and processes, basic needs, resources, skills, knowledge, incomes, health, etc. For systemic community development to take place, critical participation bottlenecks have to be addressed by guaranteeing participation of all the community actors in the development process, whereby, ideas and solutions to the critical bottlenecks will be generated from the community and relevant external sources. Natural resources conservation and development ideas by themselves are not useful in developing communities unless they result in positive community action, defined as solving particular development needs. Ideas are most useful if they can focus collective action to speed up the process of attitude and organizational change. There is therefore need to create new community institutions to image, plan, implement and manage development. This is the only pathway to sustainability of development. By creating governance institutions through participation of the beneficiaries, one assures that a change of attitudes towards public assets, the backbone of sustainable development, are internalized in the communities. This has not been the focus of community development in Kitui historically as briefly discussed above.

Viable community wide based organizations demand the involvement of all community members without favor or rancor. Conventional wisdom dictates that people get involved in an activity in which they have a vested interest. Different people will get involved for different reasons. If community development partners have to keep the interest of all people in a particular community, there needs to evolve an acceptable and functional organizational structure to cater for the varied interests of the people involved. In essence, a viable community organization must have the potential for long life. It must also have the capacity to collect and evaluate community data. Finally it must include a cross section of all age groups and functional sectors in the community. Everyone's interest must be represented; otherwise they will fall out condemning the whole organization. Leaders should be elected by the people according to their ability to contribute to the well being of society not imposed on them from without. Each role must be respected and recognized by the community organization.

Promotion of effective community organization through participatory methodologies and sensitization of the community to appreciate their resource base is basic to continuous sustainable development. This requires time and understanding of the communities by

themselves and external partners. Concerted efforts between the community and external actors helps to highlight community needs in terms of community organization and training to fill knowledge gaps and leadership for implementation and maintenance of sustainable programs. Continuous planning, monitoring and evaluation of activities are key functions of a community organization aspiring to achieve sustainable development. SASOL has identified this framework whilst working on construction of the waternet in Kitui.

3.2. STRATEGY FOR NATURAL RESOURCE ASSETS DEVELOPMENT

For any meaningful and sustainable development to occur, especially with regard to utilization of natural resources, the community must know what they want to do. Why they want to do it. Where they want to do it. When they want to do it. Finally, how they will do it. At each stage of asking and answering community wide questions, the value of resources employed must be counted in order to arrive at the true value of the undertaking. The community realization that they have invested their effort and resources in creating an asset of great value, which it exclusively owns, is an incentive for its protection through systematic operation and maintenance. To get to what should be done, the community must form an organization, which will identify, analyze and rank community problems. In the problem identification and analysis stages, audience/input must be sought from all members of the community. It is paramount here that no one feels left out. Everyone has to be assured that his or her problem will be addressed.

Once prioritization is done, according to the criteria set by the community, the most important of which is the number of people afflicted by the problem, which answers why, solutions can be sought. After questions why and what are answered, there must follow planning on how to take action or actions to solve particular problems. Convenience of location of a facility to solve the identified problem answers the question where. Wrong siting of a facility, for the benefit of a section of the community, will generally lead to poor participation in its planning, construction, operation and maintenance.

Timeliness is of essence in any community undertaking. It becomes more so, if there is competition between normal household chores and community chores. It is therefore necessary to plan community activities not to clash with peak labor demand periods in the community. To do so would be to court dissent to the activity. To answer the question how, is to deal with the mobilization of knowledge, human and material resources. These are required to accomplish what the community has identified as problems. Apart from giving the satisfaction of solving a problem and fulfilling a felt need, an asset needs to be owned. Only those who have invested can own.

In a poor community, the most important resource is labor. It is typically the major investment by communities in programs. Organized communities, using their local resources, together with external help to provide inputs, which need financial support, can achieve great progress in a short time. This stems from the community knowledge that in investing their labor, they are expanding their resource base by creating assets, which will impact positively on their livelihoods. As they create insurance for their future, communities not only protect their present assets, but also seek to expand their asset base, including governance institutions. In our experience, Kitui communities are able to invest more in building assets than external organizations.

For example, in costing a sand dam program, SASOL has found that the community input in labor is very significant. In a 150-cement bags sand dam, total cost of external inputs is Ksh. 90,000. This structure needs 64 tons of stone @ Ksh .300 per ton (Ksh. 19,200): 30 tons of sand @ Ksh.200 per ton (Ksh. 6,000): 71 cubic meters of water @ Ksh. 250 per cubic meter for construction (Ksh. 17,750) and a further 5 cum of water for curing (1,250). The cost of local material therefore is Ksh. 44,200. To this we add the cost of construction. It is 600 person days @ Ksh 100 per day, equivalent to Ksh.60, 000. The community contribution for this structure is therefore Ksh. 104,000, which is more than the external inputs! Further to this, there are related activities associated with dam construction of toilets, terraces and afforestation.

Considering only 5km. of terracing to be associated with the dam @Ksh.15, 000 per terrace km. (Ksh. 75,000), and 10,000 tree seedlings raised @Ksh. 10 per seedling (Ksh. 100,000), a further Ksh 175,000 investment is realized. The multiplier effect stemming from improved health to higher production as a result of these activities can only be estimated in the long term as their impacts are realized. Thus with Ksh.90, 000 as seed money from external resources; the community has invested Ksh. 279,000. THIS IS THREE TIMES THE EXTERNAL INPUT. Such an investment can only be realized if the community has invested in organizing itself, an item not reflected in these calculations.

3.3. STRATEGY FOR COMMUNITY RECORDS

Up to the 50s, it was common occurrence to see old men sit by the entrance of the homestead with a pile of stones as the herds came home from the grazing fields in Kitui. An old man would pick a stone for each animal. He would then know instantly if the herd was whole or some animals were missing. New stones were added for any additions to the herd. The appropriate numbers of stones were removed for any deductions from the herd. Using different size stones largest stones for bulls, smaller stones for cows and pebbles for calves identified different animals. When herds were reduced by payments for example, bride price, the record of animals to the brides family was kept by the bride groom family and was communicated to the whole village. This way community benchmarks were established.

The break down of this system was largely due to being deemed primitive. No other form of community record keeping was put in place until community based systems, not necessarily numeric, were legitimized by PRA methodologies recently. This use of sticks, stones, leaves seeds to depict and represent different items in community analysis of assets. Since PRAs are conducted openly, everybody knows community benchmarks.

A community must know its present position by analyzing and recording the existing situation. This enables it to plan what it requires. Primary is knowledge of the number of people. It is difficult to decide the capacity of facilities and institutions if the population base is hidden. It is paramount to develop baseline data as a point to which future changes can be compared. In short to enable communities to evaluate their development.

3.4. PROPOSED OBJECTIVES

Taking into account the discussion on specific strategies discussed above, the design concern is to overcome past bad governance practices, to set in place OM practices and to set uniform rules, procedures and institutions to manage natural resources democratically. Therefore the following are the detailed program objectives related to specific proposed activities. They have been arrived at as a result of SASOL's previous experience in the project area.

It should be noted that the assumption behind them is that creating governance institutions, which are not specifically related to improving production and thus attacking poverty, does not lead to their sustainability particularly if communities are to be asked to invest their time and labor. This has been the fate of many purely training programs.

1. The first objective of this program proposal is to develop the planning, management and extension capacities of dam site committees, representing all age sets, the target primary community governance institutions, to maximize the utilization of the constructed dams for conservation and protection of natural resources by instituting:

a. Collective (dam catchment wide) soil and water conservation on farm
b. Collective (dam catchment wide) tree, shrub and grassland conservation on farm.
c. Collective (dam catchment wide) tree, shrub and grass conservation on public lands especially hills and schools.
d. Collective protection of created wetlands in the riverine areas
e. Collective upgrading of the water resources supply infrastructure.

2. The second objective is to build a hierarchy of institutions by using democratically elected community representative dam committees to create larger management institutions handling more complex collective issues at sublocational, locational and program area.

Currently community identified issues needing coordination and management at levels higher than each dam committee are:

a. Access to constructed structures by newcomers after construction.

b. Organizing production and marketing innovations made possible by the constructed water sources/wetlands. Among these are:

i. Modern bee farming, honey processing and marketing.
ii. Improved mango establishment, growing, processing and marketing.
iii. Vegetable growing and marketing.
iv. Growing and marketing of timber and carving wood.
v. Growing of livestock fodder.
vi. Keeping improved livestock.

These institutional needs have been identified in Community PRAs over the past few years.

4. PROPOSED 3YEAR PROGRAM ACTIVITIES, TARGETS AND ESULTS.

4.1. An Introduction on Training

Training will be the basic instrument for improving the capacities of communities by training of democratically elected leaders. Community members involved in construction of specific dams will elect leaders. In turn, these leaders will elect some of themselves to become the sublocation committee collectively supervising the activities of 7 dams. Sublocation leaders will in turn also elect representatives of a location wide committee to supervise about 45 dams. These in turn will elect the program area committee. This organization will have responsibility for collectively planning the utilization of more than 300 dams for better production. Since the long term strategy is to incorporate legal bodies to handle production innovations made possible by the provision of dam water, it is most important that training be at all levels for there will be specialization at different levels. The elected leaders will be trained on governing community organizations. This will include and not be limited to conducting meetings, record keeping, consensus building, fund raising, simple accounting, negotiating, marketing and planning.

The second broad area of training will be in production issues related to natural resource management and protection. Salient issues in the later are on-farm and catchment soil and water conservation, grass, shrub and tree protection and planting, dam site protection, crop and tree and livestock products processing and marketing. This training effort will take 7 person years of the 3 professional staff during the three years. This is 78% of their contracted time. The following are details of the workshops to be undertaken.

4.1.1.Training 4,500 Dam Site Committee Members.

Three hundred- (300) workshops lasting a week will be conducted at each dam site for the 15 dam site committee members. The first day will be taken by all who participated in he dam construction in discussion of the representativeness and distribution of the committee membership across gender, age cohorts, geography and any other relevant issue for example religion. This will validate the committee. The training will emphasize community organizational and natural resources management including operation and maintenance of structures. Three key outputs of this effort will be: a. Validation of dam site committee members b. Training of 4,500 dam site committee members c. Selection of 5 delegates per site to move up to create the sublocational community leaders organization. d. Establishment of 300 viable (with methods and procedures) dam committees

4.1.2. Training of 1575 Sublocation Leaders.

Forty-five (45) community sublocation leaders' workshops will be undertaken in 45 sublocations lasting two days each. These will be for five officials from each of the seven dam sites committees; thus a total of 1575 leaders will be trained. The outputs will be a. Election of a sublocation development committee/organization of 15 persons. b. Selection of 15 sublocation leaders to go to the locational level c. Training of 1575 persons in organizational and marketing issues d Establishment of 45 viable (with methods and procedures) sublocational committees.

4.1.3 Training of 735 Locational Leaders.

Locational community locational leaders' workshops will be undertaken in 7 locations and last 5 days in each location. These will be composed of 15 members from each of the 7 sublocations. The training emphasis will be on organization and marketing of crop, livestock and natural resources as well as negotiation and contracting. Outputs will be a. Selection of locational development committee or organization of 15 persons. b. Training of 1575 persons in organizational, marketing, negotiations and contracting community issues. c. Selection of 15 persons to got the program wide committee /organization. d. Establishment of 7 viable (with methods and procedures) locational committees.

4.1.4.Training of 105 Program Area Leaders.
It is expected that the training undertaken before this will lead to the selection of a strong program wide group whose responsibility will be to a. Image, plan, execute and manage any activity desired by the communities of the program area. The training at this level will therefore concentrate on planning, negotiations, contracting and managing not only development issues of communities but economic/commercial issues. This training will take place on one site for 15 members from each of the seven locations for a total of 105 people. It will last a week. Outputs will be: a. Organizing a committee of 15 persons to be responsible for program area wide development and commercial issues. b. Training the leaders in organizational, planing and commercial decision-making. c. Setting a mechanism for generating and responding to issues from the program area. d. Establishment of 1 viable (with methods and procedures) program area committee to plan, execute and manage program wide community production activities among which but not limited to:

a. Access to constructed structures by newcomers after construction.
b. Bee farming, honey processing and marketing
c. Large scale improved mango growing, processing and marketing.
d. Vegetable growing and marketing.
e. Growing and marketing of timber and carving wood.
f. Growing of livestock fodder.
g. Keeping improved livestock.

4.1.5 Training 90 Community Data Analysts and Extensionist
In our experience in Kitui, we found it important to train community workers to undertake tasks needed in the community for which there are no external resources. A Community Data Analyst and an Extensionist will be trained for each sublocation Training will focus on systematizing community collected data, natural resource conservation, systematizing and circulating of community group minutes to higher community organization levels and officialdom and community representation. It will take four weeks every year.

4.2. Improvement of Natural Resources

a. Establishment Of 2 Million New Commercial Trees.
The objective of this activity is to introduce high production commercial tree crops in the area. These broadly fall into fruit trees and timber/carving wood. The basic species are mango, neem, mukau (melia volkensii), jacaranda, and mutoo and muhuku. The target is to establish 10 trees per capita or on average 80 trees per household. There is enough land for boundary and on farm planting. The bottleneck in this activity has been availability of improved mango budding stock, other tree seed and extension techniques. The requested budget is for procurement of the same. Mangoes and the other trees identified above grow in the program area. SASOL has tried them successfully in the past. Demand for all the tree species identified exists.

b. Establishment of 300 km of napier/bana grass riverbank protection
Since sand/subsurface dams are generally half a kilometer apart, the effort here will be to plant the riverbank protection plants identified and tested in the past to first check riverbank erosion and also to provide fodder for animals. The provision of fodder will enable the communities to keep grade livestock for it will assure supplementary green feed even in the most dry years.

c. Establishment of 96,000 ha. conserved cropland

SASOL estimates that 40 percent of the land in the program area is cropland. This district has lagged behind in soil and water conservation for a variety of reasons. First the land pressure was not high so slash and burn agriculture could be practiced. With recent population explosion this is no longer possible. Second, there is enough labor for undertaking serious conservation work like terracing. The objective here is to induce a variety of soil and water conservation techniques among which is grass strips, terracing, grass leys etc.

d. Establishment Of 96,000 Ha. Conservation On Grazing Land
There is hardly conservation work on grazing land. Where there is limited a number of animals per hectare, techniques like rotational grazing, cut and carry etc. will be instituted. Where there is limited amount of land for households, the conservation strategy will be to stall feed with fodder grown on conserved land. Integration of trees, shrubs and grasses will be the main approach. Fodder from riverine protection will be integrated into the on farm conservation of grazing and croplands.

e. Establishment Of 10,000 Ha. Conservation on Public Lands Especially Hills.
This will primarily be an enclosure and gully protection effort. Limited planting of local species of trees, shrubs and grasses useful in land reclamation will be done.

f. Installation Of 100 Pumps.
The Money Maker pump can be useful in taking water from the river channel/wells to patches being irrigated in proximity t the river to grow vegetables, fodder and commercial trees including fruit trees. One third of the dam sites will t a pump to test its impact both for use in water abstraction and irrigation.

4.3 Registration of Community Organizations.
Currently, dam committees are registered with the Ministry of Culture as harambee groups. This is not a satisfactory legal basis if these organizations are to take on long-term responsibilities for Operation and Maintenance of dams, for improving natural resource assets and improving farming, processing and marketing of their products. There will be need to discuss what is a satisfactory legal framework at all levels. After such discussions all levels will need formal registration as entities which can contract, sue and be sued. The outputs of this will be a. Review and systematization 300 dam bylaws and their registration. b. Standardization and registration of sublocational committee bylaws. c. Registration of location development and commercial entity with dam sites committees as shareholders. d. Registration of program area development and commercial entity with sublocation/ location organizations or other constructions as shareholders.

4.4. Three Year Time Line
The Time line is found in Appendix 4.

4.5. Results

4.5.1. Training Results:

1. 4,500 Dam Site Organisation Leaders trained.
2. 1575 sublocation organization leaders trained.
3. 735 locational organizations Leaders trained.
4. 105 program Area Organization Leaders Trained.
5. 45 Community Data Analysts Trained.
6. 45 Community Extensionists Trained.

4.5.2 Improvement of Natural Resources Results

1. 2 m. New Commercial Trees Established.
2. 300 km of riverbank protection planted.
3. 96,000 ha. Cropland conserved.
4. 96,000 ha. Of grazing land protected.

5. 10,000 ha. Of public land conserved.
6. 100 Money Maker pumps installed.

4. 5. 3. Institutions Incorporation Results

1. 300 Representative dam site committees legally incorporated.
2. 45 Representative sublocational Committees legally incorporated.
3. 7 Representative Locational Commercial Organizations incorporated.
4. 1 Program Area Commercial Organization legally incorporated.

4.6. Monitoring and Evaluation

Monitoring and evaluation data will be gathered to first ensure that the planned activities are carried effectively and efficiently. Monitoring data will also be used for program management. It is SASOL practice that field activities data is kept by the community as well as SASOL program manager. It is thus proposed that each community group taking part in an activity keep records of the activity as well as participants evaluating the salience of the activity. SASOL in turn will keep records of the specific activities and the evaluations. These will be used for identifying problems and generating solutions to them. Thus in evaluating the project the donor and can compare data from SASOL and data from the target groups. With respect to formal evaluation, it is suggested that the donor conduct a Mid-term Evaluation in a participatory manner where there would be representatives of both the assorted community groups as well as SASOL. It is further proposed that the donor do an External Terminal Evaluation. Since these evaluations will have to involve the donor, costing will be negotiated with the donor.

C. SASOL FOUNDATION’S QUALIFICATIONS

1. SASOL'S KEY OFFICERS.

1. Mr. Francis M. Katua - Executive Board Chair

Mr. Katua, a retired Deputy Director of Education, currently he is a local businessman, has many years in development.

2. Mr. Peter Van Dongen - Board Treasurer

Mr. Van Dongen is a consultant on hydrology. He has lived and worked in Kenya for twenty-five years.

3. Ms. Jennifer Mutia - Board Member

Ms. Mutia is a community leader in the program area.

4. Mr. Evans Ngava - Board Member

Mr. Ngava was a senior manager in BAT. On retiring he established a local business and is also a preacher.

5. Ms. Catherine Mumo - Board Member

Ms. Mumo is currently a headmistress of a local girl’s high school. Before this she taught since graduating.

6. Ms. Mary Mulwa - Board Member

Ms. Mulwa, a graduate teacher, is currently a head mistress of a girl's high school in the district.

7. Ms. Grace Mutinda -Board Member

Ms. Mutinda, a graduate and past headmistress of a local girl's high school, serves as development worker for a church.

8. Mr. Sam Muthoka - Field Manager/Board Secretary

Mr. Muthoka, a graduate industrial chemist, has worked in community development over the past ten years.

9. Mr. David Kithuku - Construction Supervisor

Mr. Kithuku has more than twenty years experience in construction of water structures in the district.

10. Matthew Kitema

Mr. Kitema, with training in agriculture and agroforestry has more than ten years experience in community organizing.

11. Ms. Mary Maingi

Ms. Mary Maingi is the field office Administrative Assistant cum Secretary.

2. OBJECTIVES OF SASOL FOUNDATION:
SASOL was established to render governance, technical and financial assistance for the development of arid and semi-arid regions. Special emphasis is laid on solving water problems as a platform for subsequent development through building capacity in local governance institutions, natural resources conservation and management, food security, health and education.

3. SASOL PHILOSOPHY:
Most communities in the Arid and Semi-Arid (Asal or Sahelian) parts of Africa have suffered development. This is so because many of the activities are not planned to address key issues in the development of these areas. Often knowledge is borrowed from wetter parts of the continent and applied irrationally. Expertise is usually from without those communities. More often than not development agents do not listen to the communities who have operated some of the most sophisticated social institutions in human history. All these problems are compounded by short-term sectoral development strategies.

Increasingly, development of these areas has to be within the context of sustainable ecological resource use. This demands that communities participate in the design and implementation of activities. It further means that new ideas, technologies and institutions have to be generated to produce for the exploding populations. New natural and human resources management techniques are called for if these populations are not to lose their humanity and die off in the degrading environments and attendant poverty. The need is urgent.

Central in SASOL philosophy is commitment to participative development, which can not be if resource conservation, within the framework of time tested technologies sustained by ASAL populations, is ignored. This does not mean that the scientific approach, planning and new ideas are not introduced to base communities. It simply means that the beginning point is what is known and sustainable by the base communities as evaluated by them and multidisciplinary teams. Clearly water is central in this.

PRA Training is the preferred method used to involve the community in all aspects of development. As people deliberate together, they discover their ability to image, plan, implement, and manage on sustainable basis their programs.

4. SASOL EFFORTS TO DATE: BRIEF HISTORY:
Currently SASOL is involved in two related activities. These are 1. Creation of a school water-net through construction of improved shallow wells. 2. Development of stable community water supplies dependent on the construction of river barrages on seasonal rivers. These activities are undertaken in an area of 2,015-sq. km. (201,500Ha.) of Central Kitui District with a population of 182,264 in 32,020 households, thereby giving about 6.2 hectares per household, according to the 1989 Census as shown below.

Location	Sq. Km.	Population	Density
Kyangwithya	180	41,003	228
Mulango	320	35,697	112
Kisasi	277	30,522	110
Nzambani	237	24,286	102
Miambani	310	22,836	74
Yatta	297	14,369	48
Kanyangi	394	13,551	34

The program area is varied includes steep hills, rolling land and plains. The soils similarly vary from black cotton to red soils to very sandy soils.

It is estimated that 60% of all the households in the district are female headed. 80% of the people who show up for construction of dams are women.

SASOL, on registration in 1992, got involved in food distribution in Kenya and Somalia. In 1993-1994, SASOL supported 13 schools by sponsoring a total of 750 children in Kitui District. In 1993, SASOL started construction of water points in schools. This need was identified as a result of the work on school feeding. PRAs done in the program area later established that water was the

development priority. In this program, 93 shallow wells and 17 water tanks were constructed up to the end of 1999. Most of the program area population did not have access to secure water supply. Irregular and contaminated supplies were on average 5km from most households. Women spend a lot of time in water fetching chores. Consequently SASOL decided to concentrate on building water supply as a platform for subsequent development. A pilot program for community water supply was started in March 1995. A total of 126 river barrages with 67 off-take wells have been constructed by December 1999. The estimated water storage capacity of these barrages, without considering extra channel storage, is in excess of 3m.cubic meters. This water serves a population of about 200,000 people. The barrages are built on the sub-catchments of the Tiva and Thua rivers.

5. ORGANIZATIONAL CHART
The organizational chart is found in Appendix 1.

C. PROPOSED BUDGET =KSH. 62,173,000
(Note * denotes community contribution)
1. PERSONNEL =KSH.10,650,000
The detailed CVs of the personnel are found in Appendix 2.
a. Prof. G-C. M. Mutiso: Program Manager/Governance Specialist:
Salary and benefits 150,000x12x3 =Ksh. 5,400,000
b. Mr. S. P. M. Isika: Sociologist
c. Salary and benefits 60,000x12x3 =Ksh. 2,160,000
d. Mr. M. C. Muyanga: Economist /Agriculturist
Salary and benefits 60,000x12x3 =Ksh. 2,160,000
e. Ms. Wanja Mbitiru: Lawyer
Lump sum Legal Services =Ksh. 210,000
1. Review/systematization 300 dam bylaws/registration =Ksh. 50,000
2. Attendance of dam committee workshops. =Ksh. 10,000
3. Standardization of sublocational committee bylaws =Ksh. 50,000
4. Location development organizations registration =Ksh. 50,000
5. Registration of program area organization =Ksh .50,000
f. To be Identified: Secretary/Office Manager
Salary and benefits 20,000x12x3 =Ksh. 720,000

2. TRAVEL =KSH. 900,000
Since the three professional staff are based in Nairobi, it is proposed that they travel in one vehicle once a month Nairobi.

3. PROGRAM ACTIVITIES =KSH. 49,743,000
a. Transport Costs =Ksh. 3,200,000
Given the comment in the letter of offer about purchase of transport, SASOL investigated the feasibility of renting transport from four reputable companies. The quotations ranged from Ksh. 6.5m. to an incredible Ksh. 15m. In our opinion purchase of the following transport and its maintenance is a viable option. Purchase of transport is justified by the need to train in the various communities. SASOL's existing transport is (one landcruiser, two motorcycles and several bicycles) are tied up with construction which will be going on in parallel. The area is extensive. There are no regular public transport vehicles for the roads are practically non-existent.
1.One used land cruiser purchase =Ksh. 1,000,000
2.Land cruiser3 year insurance/operating =Ksh. 1,500,000
3.One motor cycles purchase =Ksh. 400,000
4.One motor cycle 3 year insurance/operating =Ksh. 300,000

b. Project Materials =Ksh. 37,100,000
1. Budding Materials, Seeds and Seedlings. =Ksh.20, 000,000
The objective of this activity is to plant 2m. high value commercial trees in the area. These broadly fall into fruit trees and timber/carving wood
Budding Material/Seeds/Seedlings =Ksh. 5,000,000
Community Establishment Labor/Local materials =Ksh. 15,000,000*

2. Establishment Of 300 Km Of Napier/Bana Grass =Ksh. 5,000,000

The effort here will be to plant the riverbank protection plants identified and tested in the past to check riverbank erosion and also to provide fodder for animals. Such fodder is a platform for improving livestock production.

Community Planting Labor/Local Materials =Ksh. 5,000,000*

3. Establishment Of 96,000 Ha. Conserved Cropland =Ksh. 7,000,000

The objective here is to induce a variety of soil and water conservation techniques among which is grass strips, terracing, grass leys etc.

Community Labor =Ksh. 7,000,000*

4. Conservation Of 96,000 Ha. Of Grazing Land =Ksh. 2,500,000

Integration of trees, shrubs and grasses will be the main approach. Fodder from riverine protection will be integrated into the on farm conservation of grazing and croplands.

Community Labor =Ksh. 2,500,000*

5. Conservation Of 10,000 Ha. Of Public Lands. =Ksh. 300,000

This will primarily be an enclosure and gully protection effort. Limited planting of local species of trees, shrubs and grasses useful in land reclamation will be done.

Community Labor =Ksh. 300,000*

6. Installation Of 100 Money Maker Pumps =Ksh. 2,300,000

The Money Maker pump (developed with support from USAID) useful in taking water from dams for irrigating vegetables, fodder and commercial trees including fruit trees, will be supplied to a third of the groups.

Capital Cost =Ksh.2, 000,000

Community Labor =Ksh. 300,000*

c. Reproduction of Training Materials Costs =Ksh. 500,000

A lot of training materials will be reproduced for circulation to trainees.

Photocopying and Reproduction =Ksh. 500,000

d. Workshops =Ksh. 9,783,000

1. 300 Dam Site Committee Members Workshops =Ksh.5, 700,000

Three hundred- (300) workshops lasting a week will be conducted at each dam site for the 15 dam site committee members.

Costs. Lunches/Travel 15x5x100x300 =Ksh. 2,250,000

Notebooks/pens and pencils =Ksh.450, 000

Community Contribution: Time =Ksh. 2,250,000*

Venue =Ksh. 750,000*

2. 45 Sublocation Leaders Workshops =Ksh. 833,000

Forty-five (45) community sublocation leaders' workshops, lasting two days each, will be undertaken in with each sublocation sending 5 leaders.

Costs: Lunches/Travel =Ksh. 315,000

Notebooks/pens/pencils =Ksh. 158,000

Community Contribution: Time =Ksh. 315,000*

Venue =Ksh. 45,000*

3. 7 Locational Leaders Workshops =Ksh. 909,000

Locational community locational leaders' workshops will be undertaken in 7 locations and last 5 days in each location. These will be composed of 15 members from each of the 7 sublocations.

Costs: Lunches/Travel =Ksh.368, 000

Notebooks/pens/pencils =Ksh. 158,000

Community Contribution: Time =Ksh. 368,000*

Venue =Ksh. 15,000*

4. 1 Program Area Leaders Workshop =Ksh. 120,000

This training will take place on one site for 15 members from each of the seven locations for a total of 105 people. It will last a week.

Cost: Lunches/Travel =Ksh. 53,000

Notebooks/pens/pencils =Ksh. 11,000

Community Contribution: Time =Ksh. 53,000*

Venue =Ksh. 3,000*

5. 90 Data Analysts and Extensionist Workshops =Ksh. 1,381,000

Sublocational data analysts and extensionists will be trained for a total of 12 weeks.

Costs: Lunches/Travel =Ksh. 540,000

Notebooks/pens/pencils =Ksh. 271,000

Community Contribution: Time =Ksh. 540,000*
Venue =Ksh. 30,000*

4. EQUIPMENT, SUPPLIES OTHER COSTS =KSH.1,880,000

Since training will involve using multimedia some modern equipment is included to show videos on protection of Kitui dams, conservation and new dam driven production innovations during training. These have already been prepared. The data processing equipment is to be used in analyzing community collected data. Existing offices a highly inadequate.

a. Video equipment =Ksh. 200,000
b. Purchase office computer/printer/service/insurance =Ksh. 160,000
c. Purchase one photocopier/service/insure =Ksh. 200,000
d. Phones/faxes /email =Ksh. 350,000
e. Field and sub-field furniture =Ksh.120,000
f. Office expendables =Ksh. 300,000
g. Nairobi liaison office rent =Ksh.400,000
h. Field office rent =Ksh.100,000
i. Two sub-field offices rent =Ksh.50,000

5. COST SHARING ANALYSIS.

CATEGORY	TOTAL BUDGET	%	DONOR	COMMUNITY
Personnel	10,650,000	17.13	10,650,000	0
Travel	900,000	1.45	900,000	0
Program	49,743,000	80.00	15,274,000	34,469,000
Equipment	880,000	1.42	880,000	0
TOTAL	62,173,000	100	27,704,000	34,469,000
%	100		44.6	55.4

D. PAST DONORS AND FUNDING.

DONOR	YEAR/S	KSH.
1. ICS	1990-1992	8M. These funds were for the school-feeding program.
2. SIMAVI	1993-1999	15.5M. The Simavi funds have been used for construction of school wells and water tanks.
3. WATERAID	1995-1996	7M. These funds were used for the construction of sand/subsurface dams and wells.
4. DFID	1997-1999	15M. These funds were used for the construction of sand/subsurface dams and wells.
5. SIDA	1997-2000	13.6M These funds were used for the construction of sand/subsurface dams and wells.
6. MCC	1999	3M. These funds were used for rehabilitation of dams affected by El Nino, introduction of riverine protection materials for bulking, and establishment of experimental nurseries.

E. BUDGET MANAGEMENT.

SASOL's practice is to separate accounting and field implementation. On field operations, the Field Manager requests payment and prepares documentation of the same which is authorized by the Chair of the Executive Board, representing the legal holders of the funds, the Board. The Chair of the Executive Board countersigns checks. The accounting function is contracted to a firm of accountants. Since each donor has a separate account, SASOL reports to each donor on monthly basis, if needed. We do not see why we cannot report the same to the donor. Since the accounting service is contracted, there are no accounting cost implications in this proposal.

F. ADDITIONAL DOCUMENTATION

Enclosed are the following evaluation documents.

1. Where There Is No Water: External Evaluation of WATERAID Dam.
2. DFID Mid-Term Evaluation.
3. SIMAVI Phase 1