



Community Initiative Facilitation & Assistance



# FIVE YEAR STRATEGIC PLAN: 2001-2005

## **1.0 ACRONYMS AND ABBREVIATIONS**

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<b>AHAs</b>	<b><i>Animal Health Assistants</i></b>
<b>AHITI</b>	<b><i>Animal Health and Industry Training Institute</i></b>
<b>ASAL</b>	<b><i>Arid and Semi-Arid Lands</i></b>
<b>CBAHW</b>	<b><i>Community Based Animal Health Worker</i></b>
<b>CBO</b>	<b><i>Community Based Organization</i></b>
<b>CIFA</b>	<b><i>Community Initiatives Facilitation &amp; Assistance</i></b>
<b>CSO</b>	<b><i>Civil Society Organization</i></b>
<b>DALEO</b>	<b><i>District Agriculture and Livestock Extension Officer</i></b>
<b>DDC</b>	<b><i>District Development Committee</i></b>
<b>ENRM</b>	<b><i>Environment and Natural Resource Management</i></b>
<b>EMC</b>	<b><i>Environmental Management Committees</i></b>
<b>GDP</b>	<b><i>Gross Domestic Product</i></b>
<b>GOK</b>	<b><i>Government of Kenya</i></b>
<b>HF</b>	<b><i>High Frequency Radio</i></b>
<b>IGAs</b>	<b><i>Income Generating Activities</i></b>
<b>MCH/FP</b>	<b><i>Maternal Child health / Family Planning</i></b>
<b>MEM</b>	<b><i>Micro-Enterprise Management</i></b>
<b>NGO</b>	<b><i>Non-Governmental Organizations</i></b>
<b>SAP</b>	<b><i>Structural Adjustment Programs</i></b>
<b>WMC</b>	<b><i>Water Management Committees</i></b>

## PREFACE

Community Initiative Facilitation and Assistance (CIFA) developed out of FARM-Africa's Pastoralist Development Project (PDP), a twelve-year project that worked with nomadic pastoralists in Samburu, Marsabit and Moyale Districts of Northern Kenya and Southern Ethiopia. In 1997 both FARM-Africa and the donors said that they would not support a fourth phase of the project, despite the fact that a number of new pastoralist development initiatives would require support beyond the anticipated close date in late 2000. The project staff working in Marsabit and Moyale realised this need for continuity and in 1999 applied to the NGO council for the registration of CIFA, a local Non-Government Organisation, which would be able to continue after PDP closed.

The fact that PDP staff felt the need to continue working in the pastoral sector, and were prepared to take the risk of forming their own organisation, is a testament to their commitment to pastoralist development. Since registration in October 2000, CIFA have managed to raise funding from USAID through Pact/MWENGO for institutional strengthening and activity implementation. They have also received funding through the European Union for a series of community water development projects and an emergency community based animal health programme, implemented in conjunction with an international NGO. This is indeed a significant achievement for such a new organisation and is a reflection of the high esteem which those in arid-lands and pastoralist development hold the members of CIFA.

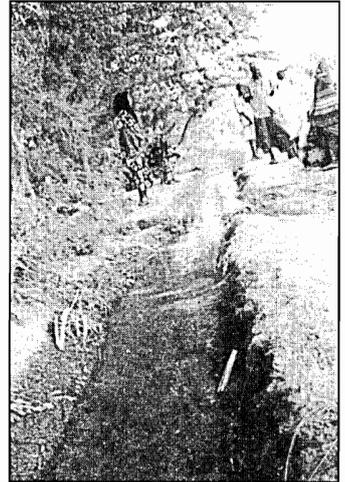
CIFA can not rest on their laurels. The development world has become extremely competitive and those organisations that do not have a clear vision, focused mandate and very high standards of achievement and accountability will surely fall by the way side. The challenge for CIFA is to meet the demands of the pastoralist communities they work with in Kenya and Ethiopia and those who provide them with the resources to do so.

CIFA's mission is to contribute towards the improvement in the quality of life of pastoral communities in the greater Marsabit, Moyale and Isiolo region through support for initiatives in livestock, human health, environment and education.

In order to clearly articulate and focus this mission, CIFA have developed a five-year Strategic Plan. The development of this plan involved the participation of many people and would not have been possible without financial and institutional support from USAID through Pact and MWENGO. I wish to express my gratitude to all those who participated in the production of this invaluable document. It will not only be used to show prospective development partners, indicating the seriousness and the scope of work CIFA wish to undertake; but also as a reference document for us, to remind us of our mission and goals and how we should go about achieving them.

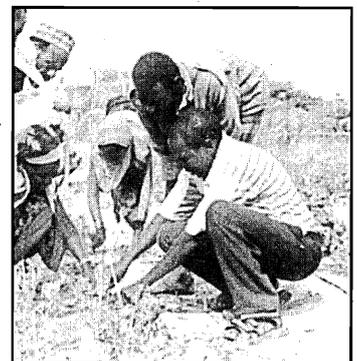
CIFA has a strong foundation in terms of committed and experienced staff, a clear vision for the future and strong support from the donors and local people. If we can work towards achieving the goals as set out in the Strategic Plan in an effective, transparent and accountable manner CIFA can only go from strength to strength. I am proud to be a part of CIFA and look forward to a long and rewarding association with them.

Brian Heath  
Chairman  
06 June 2001



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## 1.0 INTRODUCTION

Kenya witnessed a four percent growth in population in the 1970s and 80s which was the highest in the world. The high rate of population growth led to too many people competing for too few resources, resulting in unemployment, conflict and rural poverty. This has contributed to the fall in Gross Domestic Product (GDP) from over 6% per annum to a projected 1% in 2000, well below the annual rate of population growth (3%), increasing overall poverty and compounding the already difficult socio-economic situation, particularly in Kenya's northern rangelands. Similarly, the structural adjustment measures which Kenya adopted in response to the economic decline in the 1980s have forced the government to devalue its currency and reduce its public expenditure as a step towards gaining economic stability. These factors have led to a sharp increase in the costs of services and forced the state to withdraw some of the essential public services such as in education and health. The reduction in the state's capacity to deliver essential services has partly necessitated the formation of NGOs to fill the gap. This need for essential public services is particularly urgent in ASAL areas due to their relatively low economic base.

Similarly, Isiolo, Marsabit and Moyale districts of Northern Kenya have witnessed a decline in NGO services in the same vein, from the end of 1999. The scaling down of these NGOs came at the height of a severe drought that continued for three consecutive years. The drought led to loss of livestock, insufficient production of basic foodstuffs and increased poverty, making the people increasingly dependent on external food-aid and support. The challenges posed by this prolonged drought goes beyond the capacity of pastoralists to recover without outside support.

In response to the withdrawal of international development agencies and to the needs on the ground, the Community Initiatives Facilitation and Assistance (CIFA), a local NGO, was mooted in 1999 by the affected people of Marsabit and Moyale districts. CIFA was registered in May 2000 and its purpose is to support and strengthen positive traditional institutions, to enable the people identify their own priorities and manage their own development. CIFA will enhance genuine community participation in order to achieve the facilitation of the improvement of the communities' socio-economic base through support for education and income generating activities (IGAs). To realize this, CIFA needs a well focused long-term strategy.

It is with this realization that CIFA held a workshop of its key stake holders to develop a participatory five-year strategic plan (2001-2005). The plan outlines the stakeholders consensus on CIFA's future direction, refocused mandate and an indication of the resources needed to implement it.



## 2.0 VISION, MISSION AND CORE VALUES

In order to better understand the organisation, clarify its mandate and strategic direction, its vision, mission and core values were defined.

### 2.1 VISION

Peaceful, healthy, enlightened and self-reliant pastoral communities

### 2.2 MISSION

To contribute towards the improvement in the quality of life of the pastoral communities in greater Marsabit, Moyale and Isiolo regions through support for the initiatives in livestock, human health, environment and education.

### 2.4 CORE VALUES

CIFA is firmly committed to the following values:

- Non partisanship in its relation to its stakeholders
- Respect for useful traditional institutions, culture and practices
- Foster environmentally friendly approaches to development
- Promote principles of honesty and integrity in all its undertakings
- Instil commitment to quality work and excellence
- Exercise fairness and justice in the management of the organization
- Enhance the principles of accountability, transparency and good governance

## 3.0 STRATEGIC ANALYSIS

In order for an organisation to develop a strategic plan, it first needs to understand its own strengths and weaknesses and be able to examine the opportunities and threats posed in the area in which they intend to work.

### 3.1 STRENGTHS (JABBEN)

The majority of CIFA staff were born and brought up in the working area, they not only have a commitment to work within the region but they bring considerable local knowledge to their work. Other strengths identified include:

- A strong foundation; CIFA programmes are based on lessons learnt during 12 years of FARM-Africa's Pastoralists Development Project(PDP) in Marsabit and Moyale districts
- Good communication network; CIFA has donations of very good radio (HF) network, vehicles and computer systems from the start
- Qualified, dedicated and skilled staff
- Ability to work in a wide geographical area and

a multi-cultural environment - Boran, Gabra, Rendile, Sakuye, Somali the Ethiopians

- Good working relationships with GOK and other development agencies
- A background in integrated approaches to development (environment, water, animal health).
- Co-operative and receptive communities.
- Availability of resources within the communities e.g. livestock
- Presence of the communities' strong traditional laws and customs that support sustainable development. For instance, the presence of a traditional judiciary system that supports resource sharing and promotes a sense of belonging
- Existence of communities' traditional drought/ disaster coping mechanisms

### 3.2 WEAKNESSES (LAAFIN)

Although CIFA has shown considerable strength, there are still a number of weaknesses that could hamper its ability to run an effective programme. Some of these weaknesses can be addressed but others are inherent in the area in which they work and will take time to resolve. These are:

- Inadequate funds to deliver services to wider communities
- Constitution not fully developed
- Insufficient organizational policies e.g personnel, finance and accounting
- Insufficient number of trained women in the region and hence a gender imbalance in employment
- Communities' limited understanding of modern tools and slow adoption of new changes
- Negative cultural practices inhibiting development e.g poverty, tribalism, ethnicity and clanism hindering development
- Over dependence on external funds
- Inadequate capacity to undertake regional activities

### 3.3 OPPORTUNITIES (QOOMI)

CIFA has identified its strengths which should be sustained as well as its weaknesses. There are opportunities that should be exploited and threats that should be mitigated. The following is a catalogue of opportunities and threats in CIFA's external environment.

- Conflicts amongst the communities over resources
- High prevalence of livestock diseases
- Constraints on government's delivery of services in both human and livestock health
- High prevalence of human diseases
- High illiteracy rates among the target communities
- Low enrolment of girls in schools
- Poor livestock marketing facilities and services
- High prevalence/presence of undesirable practices e.g. gender discrimination
- Environmental degradation e.g. poor sanitation, pollution
- Lack of sufficient water
- Presence of favourable policies towards the arid and semi-arid areas(ASALS)
- Collaboration/Networking amongst development agencies

### **3.4 THREATS (SODHA)**

- Political interference
- Harsh and unpredictable climatic conditions  
e.g. prolonged drought
- Undesirable cultural practices by non-CIFA communities
- Change of government policies, rules and regulations towards the operations of CSO's
- Donors withdrawal of funding (changing and competing for external funding and resources)
- HIV/AIDS menace destroying the youth and devastating the productivity
- Proliferation of approaches (e.g. technology)
- Insecurity due to politics leading to ethnic clashes and cattle rustling
- Increasing levels of poverty
- Poor communication infrastructure in ASAL

## **4.0 STRATEGIC ISSUES**

From the strategic analysis, CIFA identified five key issues where objectives and strategies for action were formed.

The strategic issues are:

- 4.1 Water and Environment**
- 4.2 Livestock**
- 4.3 Education**
- 4.4 Human Health**
- 4.5 Institutional Strengthening**



## 5.0 OBJECTIVES AND STRATEGIES

### 5.1 WATER AND ENVIRONMENT

The pastoral production system depends on a robust natural resource base (land, vegetation and water) for sustainable livestock production. The pastoralists' production system reflects a complex attempt to balance the coexistence of man and animal in a harsh environment characterized by little and erratic rainfall, and widely dispersed forage resources.

Furthermore, there is increased pressure on limited resources and conflicts are on the rise. These conflicts have left a trail of death, loss of livestock, food insecurity and the displacement of thousands of pastoralists. Therefore, CIFA needs to support ways to mitigate them for sustainable water and environmental management

In view of the prevailing severe constraints to pastoralist production systems such as inadequate water for livestock, environmental degradation and resource based conflicts, CIFA has drawn the following objectives and strategies to address them.

### 5.1.1 OBJECTIVES

1. To improve availability of and accessibility to safe water
2. To support the communities to sustainably and peacefully manage their resources

### 5.1.2 STRATEGIES

1. Develop and implement community resource management plan.
2. Develop and rehabilitate small-scale water points in wet season grazing areas.
3. Form and strengthen their WMC's management skills for efficient utilization of watering points and pasture land.
4. Develop and implement sustainable resource management systems.
5. Increase understanding amongst the communities in order to reduce conflict.
6. Strategic communication and harmonization of the use and conservation of water and other resources.

**Objective:** To improve availability of and accessibility to safe water

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Develop and implement community resource management plan	<ul style="list-style-type: none"> <li>• Collect base line survey data</li> <li>• Hold meetings to develop management plans at different levels (village, location, district and cross-border)</li> <li>• Initiate and facilitate implementation of community resource management plans</li> </ul>	<ul style="list-style-type: none"> <li>• Available baseline information on water and pasture</li> <li>• Status and situation with respect to grazing land</li> <li>• Water and pasture management plans developed and implemented at each level</li> </ul>	Range Officer District Agriculture and Livestock Extension Project Co-ordinator
Develop and rehabilitate small scale safe watering points in wet season grazing areas	<ul style="list-style-type: none"> <li>• Construction of 20 shallow wells and 4 open pans</li> <li>• Desilting of the existing pans</li> <li>• Close the wells during dry seasons</li> <li>• Open up new grazing areas</li> </ul>	<ul style="list-style-type: none"> <li>• Number of shallow wells and pans developed or rehabilitated and functioning</li> <li>• Community members' feedback on the water points' usefulness (e.g safety, availability) to both people and animals</li> <li>• Number of new grazing-areas opened up and in use.</li> </ul>	Range Officer District Water Engineer Project Co-ordinator
Facilitate the formation and strengthening of WMCs' management skills for efficient utilization of watering points and pasture land.	<ul style="list-style-type: none"> <li>• Form new WMC</li> <li>• Train all WMCs on management and financial skills and enforcement of by-laws</li> <li>• Establishment of water cost-recovery systems</li> </ul>	<ul style="list-style-type: none"> <li>• Number of WMCs formed</li> <li>• Number of WMCs trained</li> <li>• Number of by-laws formulated and implemented</li> <li>• Water cost recovery systems developed</li> <li>• Number of WMCs managing their water points</li> <li>• The user-fee collected and water point financial books well kept</li> <li>• Feedback from the users on the management of water points and pasture land</li> <li>• WMCs utility of the acquired skills in managing the water resources</li> </ul>	Range Officer District Agriculture and Livestock Extension Provincial Administration

**Objective:** To support the communities to sustainably and peacefully manage their resources

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Develop and implement sustainable resources management systems	<ul style="list-style-type: none"> <li>• Formation of new EMCs</li> <li>• Establishment of inter-EMC foras to come up with inter-ethnic agreements</li> <li>• Implement and monitoring of the agreements</li> <li>• Organise for inter community/country exchange visits</li> <li>• Train all EMCs on resource management skills</li> <li>• Organise workshops to formulate and synthesize by-laws</li> </ul>	<ul style="list-style-type: none"> <li>• Number of EMCs formed</li> <li>• Number of EMCs trained</li> <li>• Number of inter community/country exchange visits</li> <li>• Number of inter-EMC workshops held</li> <li>• Number of agreements and by-laws developed and functional</li> <li>• Communities' understanding the by-laws and agreements developed</li> <li>• Improved range conditions and forage use</li> </ul>	Range Officer Project Co-ordinator
Increase understanding among communities in order to reduce conflicts	<ul style="list-style-type: none"> <li>• Hold community consultative meetings to identify the cause of conflict</li> <li>• Organize conflict mitigation training workshops</li> <li>• Development of by-laws</li> <li>• Dissemination of the synthesized by-laws</li> </ul>	<ul style="list-style-type: none"> <li>• Number of community consultative meetings held and conflict causes identified</li> <li>• Number of people trained in conflict resolution, mitigation and response strategies</li> <li>• Reduced conflicts among the communities</li> <li>• Number of by-laws developed</li> <li>• Number of by-laws implemented and obeyed</li> <li>• Documentation of the by-laws</li> </ul>	Range Officer District Agriculture and Livestock Extension  Range Officer Project Co-ordinator Provincial Administration  Range Officer
Strategic communication and harmonisation of the use and conservation of water and other resources	<ul style="list-style-type: none"> <li>• Formation of groups made up of EMCs and WMCs</li> <li>• Dialoguing and development of by-laws on sustainable and peaceful utilisation of resources that are acceptable to both EMCs and WMCs</li> <li>• Implementation of the same</li> </ul>	<ul style="list-style-type: none"> <li>• Number of inter EMCs and WMCs meetings</li> <li>• Number of by-laws developed by the meetings</li> <li>• Successfully implemented by-laws in use and conservation of the resources</li> </ul>	Range Officer District Water Engineer

## 5.2 LIVESTOCK

The ASAL areas of Kenya account for more than 50% of Kenya's livestock population and provide 80% of the meat production in the country. Livestock is the major source of income and food for the pastoralist families. However, inadequate livestock services together with nutritional deficiencies and high stress caused by diseases, whose effects are multiplied due to food scarcity, have resulted in the frequent outbreak of livestock diseases and the subsequent high mortality rates. This has had negative impact on animal production and consequently, on food security.

And for the livestock that survive the aforesaid, the major livestock markets in the CIFA target areas are poorly developed and pastoralists do not always receive timely and accurate market information, which is necessary for making sound decisions. This leaves the livestock owners at the mercy of middlemen and brokers who often exploit them.

The above situation is compounded by a poor road network and public transport system. These, coupled with acute shortages of Government of Kenya (GOK) frontline staff, have made provision of livestock health services difficult. The difficulty has been exacerbated by the structural adjustment program (SAP) which forced the government to stop guaran-

teed employment of AHITI and veterinary graduates in 1989. Subsequently, the number of the already employed veterinary staff is gradually declining due to the normal retirement and deaths within the veterinary and livestock services. With this kind of situation the only alternative left is to try and empower the pastoralists to manage basic animal health and husbandry problems, and improve market facilities and market information flow in order to enable the pastoralists to sell their animals in better conditions and at better prices. It is with these in mind that CIFA uses community demand driven approaches to provide an alternative animal health services delivery system. The strategy is to provide the linkages between Community Based Animal Health Workers (CAHWs), the private veterinary entrepreneurs, livestock owners and marketing groups, other stakeholders, GOK and the pastoralist communities, thereby providing services which are accessible and affordable. The grand aim is to reduce the impact of drought and diseases on livestock.

### 5.2.1 OBJECTIVES

To improve the health and management of pastoralist herds for sustained increase in productivity and off take by 2005.

## 5.2.2 STRATEGIES

1. Increase the capacity of community service providers on animal health management
2. Increase treatment and/or vaccination rates of animals
3. Establishment of sustainable drug supply
4. Establishment of cross-border disease surveillance systems
5. Dialogue with advocacy organizations and government to influence government policy regarding animal health services
6. Increase quality of and income from livestock and their products
7. Reduce livestock transportation costs and increase livestock off-take through development of trekking routes
8. Improve livestock owners' ability to fetch better livestock and livestock products' prices
9. Increase cross border marketing

**Objective:** To improve the health and management of pastoralist herds

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Increase the capacity of livestock owners and service providers on animal health and management	<ul style="list-style-type: none"> <li>• Train 60 community animal health workers</li> <li>• Share animal health information with owners and community members</li> <li>• Monitor and evaluate CBAHW's activities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of CBAHWs trained</li> <li>• Reports on training</li> <li>• Knowledge of CBAHWs trained</li> <li>• Increased community awareness</li> <li>• Perceptions by livestock owners of the CBAHWs' health activities and success in diagnosis and medication of animals</li> <li>• Number of kits provided to CBAHWs and in use</li> <li>• Percentage of cost recovery for drug kits</li> </ul>	Livestock Officer District Veterinary Officer
Increase the treatment and/or vaccination rate of animals	<ul style="list-style-type: none"> <li>• Increase the number and spread of CBAHWs</li> <li>• Treat and vaccinate livestock</li> <li>• Create community awareness on healthy animals</li> </ul>	<ul style="list-style-type: none"> <li>• Number of livestock treated or vaccinated by the CBAHWs' per year and percentage that recovered</li> <li>• Percentage of number of livestock treated/vaccinated per household</li> <li>• Owners' perception of animal health improvement after treatment by CBAHWs</li> </ul>	Livestock Officer
Establishment of sustainable drug supply	<ul style="list-style-type: none"> <li>• Provide links with drug companies willing to establish distribution networks</li> <li>• Develop cost recovery systems</li> <li>• Identify wholesalers and retailers</li> <li>• Link drug traders to credit facilities</li> <li>• Formation and strengthening of AHAs and linking them to credit facilities</li> <li>• Train drug traders and CBAHWs in micro enterprise management (MEM)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of wholesalers and retailers identified and agreed on to supply drugs to CBAHWs on regular basis.</li> <li>• CBAHWs' report on accessibility to regular drug supply</li> <li>• Cost recovery rate</li> <li>• Livestock owners' report on accessibility to sustainable drug supply</li> <li>• Percentage of AHAs who received credit facilities and utilised in supplying CBAHWs with drugs</li> </ul>	Livestock Officer Drug Suppliers
Establishment of cross-border disease surveillance systems	<ul style="list-style-type: none"> <li>• Promote cross-border animal health checks by AHAs</li> <li>• Develop and implement disease surveillance system for CBAHWs</li> <li>• Monitor the surveillance system</li> </ul>	<ul style="list-style-type: none"> <li>• Reports on trend of health of animals crossing borders</li> <li>• Reports on steps taken to curb cross border disease transmission</li> <li>• Number of fora established at the different levels</li> <li>• Number of fora meetings held</li> <li>• Number of cross-border meetings held</li> </ul>	Livestock Officer District Veterinary Officer Provincial Administration
Dialogue with Advocacy organizations and government to influence government policy regarding animal health services	<ul style="list-style-type: none"> <li>• Organize animal health workers forums at different levels (community, location, district and national)</li> <li>• Network with other animal health providers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings held with government</li> <li>• Number of issues /policies raised, addressed and become government policy</li> <li>• Number of policies adopted and successfully implemented</li> </ul>	Livestock Officer Area Politicians Advocacy organizations

**Objective 2 :** To increase the income of the pastoralists through improved marketing of livestock and their products.

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Increase the quality of and income from livestock and their products	<ul style="list-style-type: none"> <li>• Train the service providers on preparation of quality hides and skins</li> <li>• Increase community's awareness of the importance of using the fee service providers</li> </ul> <p>Establish two milk and one meat processing plant in Marsabit and Moyale districts</p>	<ul style="list-style-type: none"> <li>• Number of fee service providers trained</li> <li>• Changes in quality of hides &amp; skins as perceived by owners and buyers</li> <li>• Improved prices of livestock, hides and skins</li> <li>• Number of awareness raising workshops conducted</li> <li>• Community's perception of importance of newstyle of managing hides and skins</li> <li>• Community's utilisation of fee service providers</li> <li>• Number of skin sellers using the fee service providers</li> <li>• Number of milk and meat processing plants established and operational in Marsabit Moyale districts.</li> </ul>	<p>Livestock Officer District Hides and skins Officer</p> <p>Livestock Officer District Livestock Marketing Officer</p>
Reduce livestock transportation costs and increase livestock off-take through the development of trekking routes	<ul style="list-style-type: none"> <li>• Develop a secure trekking route to terminal markets</li> <li>• Provide regular market prices</li> </ul>	<ul style="list-style-type: none"> <li>• Number of livestock using the route</li> <li>• Improved livestock prices net of transportation costs</li> <li>• Level of livestock offtake per specified period</li> </ul>	Livestock Officer Livestock Owners and Traders Association
Improve livestock owners' ability to fetch better livestock and livestock products' prices	<ul style="list-style-type: none"> <li>• Avail information on price</li> <li>• Train on pricing strategies</li> <li>• Formation of livestock owners associations (3 from Kenya and 2 from Ethiopia)</li> <li>• Formation of cross border livestock owners associations</li> <li>• Linking livestock owners associations with livestock marketing associations and transporters.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people trained</li> <li>• Number of functional livestock owners associations formed within and across borders</li> <li>• Number of livestock owners associations linked to livestock traders' associations and to transporters</li> <li>• Improved average livestock prices in market</li> <li>• Improved livestock owners income from livestock.</li> </ul>	Livestock Officer Livestock Owners and Traders Association
Increase cross border marketing	<ul style="list-style-type: none"> <li>• Train livestock marketing groups on cross-border marketing skills</li> <li>• Link the owners' associations with livestock marketing ones</li> </ul>	<ul style="list-style-type: none"> <li>• Number of members of marketing associations from Kenya and Ethiopia trained annually</li> <li>• Percentage of community members receiving the marketing skills information</li> <li>• Knowledge level of livestock owners regarding cross-border marketing</li> <li>• Perception of community members of the utility of the skills learnt</li> </ul>	Livestock Officer County Council Provincial Administration

## 5.3 EDUCATION

This programme looks at both formal school education and training for self-employment. The proportion of households living below the poverty line in Kenya is considered to be about 80%, according to the National Poverty Eradication Plan of 1999. For the pastoralists' areas this can be attributed to population increase, low levels of education, a decline in productivity of pastoralist herds and recent calamities such as El Niño and the current drought. With traditional pastoralism no longer offering a satisfactory livelihood there is need to diversify to alternative non-pastoral activities such as micro/small enterprises and agro-pastoralism. This can be done through interventions such as training, awareness creation and provision of loans.

It is estimated that only 30% of school age children attend school in Marsabit and Moyale districts. Of the children who attend primary school, only 38% and 30% of primary and secondary respectively are girls. One of the reasons for high drop-out levels for girls is since they are expected to marry soon after puberty, then most girls get married from the age of 12. Other reasons for the high illiteracy levels include lack of boarding facilities - especially for girls, high cost of formal education and a lack of understanding, by parents, of the importance of education.

### 5.3.1 OBJECTIVE

To facilitate the improvement of the communities' socio-economic base through support for education and training.

### 5.3.2 STRATEGIES

1. Increase the enrolment in primary schools by 5% of which 10% will be for girls, in the core project areas
2. Increase student retention in schools by 20% and improve the performance of the targeted schools
3. Improve skills on and opportunities for income generating activities in order to increase self-reliance

**Objective:** To facilitate the improvement of the communities socio-economic base through support for education and training.

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Increase the enrolment in primary schools by 5% of which 10% will be for girls, in the core project areas	<ul style="list-style-type: none"> <li>• Establish out of school program classes and functional literacy for children</li> <li>• Encourage out of school program graduates to join formal education</li> <li>• Build 20 structures in 6 schools with emphasis on girls' accommodation</li> <li>• Create awareness on the importance of education with special reference to girls' education</li> </ul>	<ul style="list-style-type: none"> <li>• Number of school classes and functional literacy classes established and operational</li> <li>• Percentage change in enrolment levels in total and of girls</li> <li>• Number of structures built in total and those built in girls' schools</li> <li>• Number of awareness fora held</li> <li>• Change of perceptions and attitudes of the community on girl child education</li> <li>• Percentage change in enrolment</li> </ul>	Development Education Officer Project Co-ordinator
Increase student retention in schools by 20% and improve the performance of the targeted schools	<ul style="list-style-type: none"> <li>• Obtain bursaries for children from poor families</li> <li>• Create awareness on importance of education with special reference to girls</li> <li>• Link with organisations to provide learning materials to needy schools</li> </ul>	<ul style="list-style-type: none"> <li>• Number of bursaries obtained</li> <li>• Percentage of poor students with bursaries</li> <li>• Number of awareness fora held</li> <li>• Percentage increase in student retention</li> <li>• Percentage increase in girl student retention</li> <li>• Learning materials availed to schools</li> <li>• Improved performance</li> </ul>	Development Education Officer
Improve skills and opportunity on income generating activities in order to increase self-reliance	<ul style="list-style-type: none"> <li>• Establish adult literacy classes</li> <li>• Train on entrepreneurial skills for self-employment</li> <li>• Link women and youth to credit facilities for starting IGAs.</li> <li>• Provide support for dry-land farming (two irrigation schemes) and for eco-tourism projects</li> <li>• Encourage family heads to utilize the IGA income on school fees</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of those trained</li> <li>• Number of women and youth trained</li> <li>• Number of people who start-up-self-employment because of training</li> <li>• Number of women and youth who received loans for IGAs</li> <li>• Diversity of IGAs started and operational</li> <li>• Percentage increase in household income due to boost from IGAs</li> <li>• Number of functional irrigation schemes and eco-tourism projects started and in operation</li> <li>• Change in socio-economic status of the households involved in IGAs</li> <li>• Change in percentage of income used to pay fees</li> </ul>	Development Education Officer Social Development Co-ordinator
Monitoring & Evaluation	<ul style="list-style-type: none"> <li>• Develop tools</li> <li>• Monitor, evaluate and reporting on support to education and training</li> </ul>	<ul style="list-style-type: none"> <li>• ME&amp;R tools developed</li> <li>• ME&amp;R Plan</li> <li>• Reports</li> </ul>	Development Education Officer

## 5.4 HUMAN HEALTH

Pastoral areas are underserved by basic facilities due to a combination of political, cultural, infrastructure and lifestyle reasons. The population in these areas is sparse and the distances between settlements are vast. Moreover, urban areas and sedentary villages with services are few and concentrated along the main Isiolo - Moyale road which is unpaved and in poor condition. The role of the Government in the provision of primary health services is declining in most pastoral areas. The GoK has redefined its role and consequently the roles of the other actors will be affected.

A critical aspect of rural health care is the introduction and maintenance of community and family level public health and sanitation measures. Experience has shown that community health workers and traditional birth attendants (CHWs and TBAs) are the only alternative providers of basic services to a relatively large number of pastoralist communities, especially in Moyale/Marsabit districts. But in Moyale, the lack of adequate support forces them to drop out of providing health services to pastoralist communities.

Many of the common diseases can be prevented through low - cost, or no cost inputs and if, the private CHWs are seen to promote such actions they are more likely to be recognised as the providers of quality services and will have a far greater chance of out competing the *dukas* that sell drugs over the counter. New TBA's/CHW's and strengthening existing groups will give alternative health services to the under served pastoral communities in isiolo, Marsabit and Moyale districts

hence reduce morbidity and mortality rates caused by preventable and/or controllable human diseases.

### 5.4.1 OBJECTIVES

1. To improve human health through better maternal and child care, strengthened prevention measures and increased awareness of communicable diseases especially HIV/AIDS
2. To increase access to health services and improve public health management

### 5.4.2 STRATEGIES

1. Create community awareness on importance of better human health and on communicable diseases, particularly HIV/AIDS
2. Increase the ability of the CHWs and TBAs service providers to diagnose, medicate and monitor better to successfully attend to births
3. Increase the vaccination, treatment and birth attendance rates
4. Increase outreach and reliability by health service providers and drug supply
5. Dialogue with government to change policy regarding human health services

**Objective:** To improve human health through better maternal and child care, strengthened prevention measures and increased awareness of communicable diseases especially HIV/AIDS

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Create community awareness on the importance of better human health and communicable diseases, particularly HIV/AIDS	<ul style="list-style-type: none"> <li>• Information dissemination through existing forums like barazas, religious meetings etc.</li> <li>• Link the community to other human health organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Community awareness on better human health and disease</li> <li>• Number of new NGOs working on human health in the area</li> </ul>	Human Health Facilitator
Increase the ability of the CHWs and TBAs to diagnose, medicate and monitor better and hence successfully attend provide service	<ul style="list-style-type: none"> <li>• Train 60 community human health workers</li> <li>• Share and exchange human health information with community members</li> <li>• Link up with traditional herbalists</li> <li>• Monitor and evaluate CBHWs' and TBAs' activities.</li> <li>• Monitor patients' health</li> </ul>	<ul style="list-style-type: none"> <li>• Number of CHWs and TBAs trained</li> <li>• Knowledge of the trained CBHWs and TBAs</li> <li>• Perceptions of community members of CBHWs' and TBAs' impact</li> </ul>	Human Health Facilitator
Increase the vaccination, treatment and birth attendance rates	<ul style="list-style-type: none"> <li>• Provide drug and health kits to service providers (CBHWs and TBAs)</li> <li>• Campaign for vaccination of children</li> <li>• Develop cost recovery systems</li> <li>• Develop sustainable drug supply systems</li> </ul>	<ul style="list-style-type: none"> <li>• Number of kits provided to CBHWs and TBAs and in use</li> <li>• Percentage of cost recovery from kits</li> <li>• Number of children vaccinated</li> <li>• Number of people treated by CBHWs per year and percentage that recovered</li> <li>• Percentage of women attended to at birth by TBAs</li> <li>• Cost recovery rate</li> </ul>	Human Health Facilitator

**Objective 2: To increase access to health services and improve public health management**

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Increase outreach and reliability by health service providers and drug supply	<ul style="list-style-type: none"> <li>• Reduce area covered by each CBHW and TBA</li> <li>• Identify wholesalers and retailers</li> <li>• Link drug traders to credit facilities</li> <li>• Link up with traditional herbalists</li> <li>• Encourage CBAHWs to diversify their income generating base</li> <li>• Train in micro enterprise management</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people reached by CBHWs and TBAs</li> <li>• Number of wholesalers and retailers identified to supply drugs to CBHWs on a regular basis</li> <li>• CBHWs report on accessibility to regular drug supply</li> <li>• Community members' report on accessibility to sustainable drug supply</li> <li>• Percentage of traders, CBHWs and TBAs who received credit facilities and utilised them well</li> </ul>	Human Health Facilitator
Dialogue with government to change policy regarding human health services	<ul style="list-style-type: none"> <li>• Organize policy focussed health workers forums at different levels</li> <li>• Follow through the outcome of the forum meetings</li> <li>• Networking with policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of fora established at different levels</li> <li>• Number of fora meetings held</li> <li>• Level of networking with relevant policy makers</li> </ul>	Human Health Facilitator

## 5.5 INSTITUTIONAL STRENGTHENING

CIFA's overriding concern is to assist in building the capacities of the pastoralist communities so that they can be the custodians of their own development. CIFA will therefore make a concerted effort to co-ordinate development at location level through the formation of community development committees. These committees will be made up of traditional leadership, existing sectoral committee members, local technocrats and women and will be registered as CBOs. The committees will be trained in skills required to plan, prioritize and manage their own development and strengthened in other ways so that they are able to articulate development needs at district level. It is hoped that these committees will be able to organise and facilitate the community members to prioritising and harmonising resource use in the development needs of their locations. For the staff to successfully perform their duties, CIFA needs to strengthen its staff to enable them cope with CIFA's challenges and growth. CIFA will also need to support the development of appropriate infrastructure.

### 5.5.1 OBJECTIVES

To strengthen the institutional capacities of CIFA and its key partners to sustainably plan and manage their own development

### 5.5.2 STRATEGIES

1. Strengthening the constitution and governance of CIFA
2. Develop and implement organisational policies (on e.g human resource, finance and accounting, resource mobilization; information and communication;) and tools (on e.g monitoring evaluation and reporting)
3. Develop CIFA's human resource base
4. Develop adequate infrastructure
5. Develop community based development committees and provide them with the necessary training and support to sustainably manage their projects.

**Objective:** To strengthen the institutional capacities of CIFA and its key partners to sustainably plan and manage their own development.

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Strengthening CIFA's constitution and governance	<ul style="list-style-type: none"> <li>• Organize a workshop for CIFA staff and the board to review the constitution</li> <li>• Support training of board and staff on governance issues</li> </ul>	<ul style="list-style-type: none"> <li>• Change in CIFA's organizational capacity index</li> <li>• Reviewed constitution</li> <li>• Trained staff and board members</li> <li>• Training report</li> <li>• Improved governance system and leadership of CIFA</li> </ul>	Project Coordinator
Develop and implement organisational policies (e.g human resource, finance, accounting, resource mobilization; information and communication; and monitoring and evaluation)	<ul style="list-style-type: none"> <li>• Train CIFA staff and key partners on the development and management of policies and strategies</li> <li>• Development of the policies and strategies by CIFA staff, with some external mentoring</li> <li>• Implementation of the policies and strategies</li> <li>• Mentoring and tracking on policies</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Organisational policies developed and implemented</li> <li>• ME&amp;R Plan</li> </ul>	Project Coordinator
Develop CIFA's human resource base	<ul style="list-style-type: none"> <li>• Train CIFA staff in various aspects of management e.g. financial, systems development and control, project development and management, etc.</li> <li>• Development and implementation of the developed systems, with some external mentoring where necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Improved staff performance in implementing programmes</li> </ul>	Project Coordinator
Develop adequate infrastructure for efficient programme implementation	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Acquire and put in place needed infrastructure</li> <li>• Sound utilization of organizational infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment report</li> <li>• Basic organisational infrastructure in place</li> <li>• Impact of infrastructure utilization on CIFA's performance</li> </ul>	Project Coordinator
Develop community based development committees and improve their capacity to undertake their own planning, development and monitoring of local projects	<ul style="list-style-type: none"> <li>• Training on leadership, participatory management and organisational management</li> <li>• Training on monitoring and evaluation</li> <li>• Mentoring on the same</li> <li>• ME&amp;R Administration and mobilizing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Improved knowledge and skills by CBOs for running their projects</li> <li>• Number of trainings conducted</li> <li>• Training reports</li> <li>• Feedback from service recipients and from the community at large</li> </ul>	Project Coordinator
Monitoring & Evaluation	<ul style="list-style-type: none"> <li>• Developing ME&amp;R tools</li> <li>• ME&amp;R plans</li> </ul>	<ul style="list-style-type: none"> <li>• ME&amp;R tool</li> <li>• ME&amp;R Plan</li> <li>• ME&amp;R Reports</li> </ul>	Project Coordinator

## 6.0 IMPLEMENTATION PLAN

CIFA's key strategy is to facilitate the communities' positive participation and sustainably develop their communities' initiatives. Towards this end CIFA will train community development committees who will mobilise the locally available resources and initiate appropriate development projects. These committees will also supervise, monitor and evaluate the relevant development projects in their respective areas. In this way, genuine community participation, commitment and sustainability of the development projects can be realised. CIFA will also work with Community Based Organisations (CBOs) operating in its core working areas to sensitise the communities and overcome negative cultural practices that hinder development:

In pursuance of these CIFA will be guided by its over riding strategy to build the communities capacity to prioritise, manage, monitor and evaluate their own development.

CIFA will as well work closely with the government line ministries to facilitate community development. The government, being a permanent structure is crucial for the long term monitoring of development programmes and hence their genuine involvement is expected to improve sustainability of the community projects greatly. For the successful coordination of all these actors, CIFA's Secretariat will be strengthened.

CIFA will also network with other key stakeholders in development in order to strengthen links, collaboration, under-

standing and share experiences. The networking will assist CIFA's changing policies that hinder development amongst the target communities, harmonising approaches and mobilizing resources.

While CIFA will make the necessary efforts to mobilise resources locally, it will also liaise with donors and development partners to source resources externally to support its programmes. CIFA will work in partnership with credible international NGOs to seek support from overseas while at the same time soliciting support from Kenyan and Ethiopian friends and well wishers. CIFA also plans to set up a for profit subsidiary for consultancy work to generate income for both the communities and secretariat.

Communities will be asked to contribute towards their development projects so as to increase their participation, sense of ownership and sustainability.

Given the magnitude of the tasks planned in this document CIFA will prioritize the activities for implementation while developing and sustaining linkages with other actors to champion other critical activities taken up by the organization. The priorities will be realised through yearly operational plans and evaluation: This way, the organization is confident to make positive contribution towards improving the livelihoods of pastoral communities.

<b>BUDGET SUMMARY:</b>	<b>KShs.</b>
<b>WATER &amp; ENVIRONMENT</b>	<b>23,300,000</b>
<b>LIVESTOCK</b>	<b>10,610,000</b>
<b>EDUCATION</b>	<b>20,225,000</b>
<b>HUMAN HEALTH</b>	<b>6,200,000</b>
<b>INSTITUTIONAL STRENGTHENING</b>	<b>28,565,000</b>
<b>Total:</b>	<b>88,900,000</b>

## Water and Environment

ACTIVITIES	BUDGET (Kshs)
<b>Objective: To improve availability of and accessibility to safe water</b>	
<ul style="list-style-type: none"> <li>Collect base line survey data</li> <li>Hold meetings to develop management plans at different levels(village, location, district and cross-border)</li> <li>Initiate and facilitate implementation of community resource management plans</li> </ul>	50,000
<ul style="list-style-type: none"> <li>Construction of 20 shallow wells and 4 open pans</li> <li>Desilting of the existing pans</li> </ul>	15,150,000
<ul style="list-style-type: none"> <li>Close the wells during dry seasons</li> <li>Open up new grazing areas</li> </ul>	150,000
<ul style="list-style-type: none"> <li>Form new WMC</li> </ul>	100,000
<ul style="list-style-type: none"> <li>Train all WMCs on management and financial skills and enforcement of by-laws</li> </ul>	50,000
<ul style="list-style-type: none"> <li>Establishment of water cost-recovery systems</li> </ul>	150,000
<b>Objective: To support the communities to sustainably and peacefully manage their resources</b>	
<ul style="list-style-type: none"> <li>Formation of new EMCs</li> </ul>	400,000
<ul style="list-style-type: none"> <li>Establishment of inter-EMC foras to come up with inter-ethnic agreements</li> </ul>	525,000
<ul style="list-style-type: none"> <li>Implement and monitoring of the agreements</li> <li>Organise for inter community/country exchange visits</li> </ul>	850,000
<ul style="list-style-type: none"> <li>Train all EMCs on resource management skills</li> </ul>	1,750,000
<ul style="list-style-type: none"> <li>Organise workshops to formulate and synthesize by-laws</li> </ul>	300,000
<ul style="list-style-type: none"> <li>Hold community consultative meetings to identify the cause of conflict</li> </ul>	350,000
<ul style="list-style-type: none"> <li>Organize conflict mitigation training workshops</li> </ul>	1,500,000
<ul style="list-style-type: none"> <li>Development of by-laws</li> <li>Dissemination of the synthesized by-laws</li> </ul>	350,000
<ul style="list-style-type: none"> <li>Formation of groups made up of EMCs and WMCs</li> </ul>	400,000
<ul style="list-style-type: none"> <li>Dialoguing and development of by-laws on sustainable and peaceful utilisation of resources that are acceptable to both EMCs and WMCs</li> <li>Implementation of the same</li> </ul>	525,000

## Institutional Strengthening

ACTIVITIES	BUDGET (Kshs)
<b>Objective: To strengthen the institutional capacities of CIFA and its key partners to sustainably plan and manage their own development</b>	
<ul style="list-style-type: none"> <li>Organize a workshop for CIFA staff and the board to review the constitution</li> </ul>	160,000
<ul style="list-style-type: none"> <li>Support training of board and staff on governance issues</li> </ul>	240,000
<ul style="list-style-type: none"> <li>Train CIFA staff and key partners on the development and management of policies and strategies</li> <li>Development of the policies and strategies by CIFA staff, with some external mentoring</li> <li>Implementation of the policies and strategies</li> <li>Mentoring and tracking on policies</li> </ul>	1,000,000
<ul style="list-style-type: none"> <li>Train CIFA staff in various aspects of management e.g. financial, systems development and control, project development and management, etc.</li> <li>Development and implementation of the developed systems, with some external mentoring where necessary</li> </ul>	3,000,000
<ul style="list-style-type: none"> <li>Infrastructure need assessment</li> <li>Acquire and put in place needed infrastructure</li> <li>Sound utilization of organizational infrastructure</li> </ul>	3,000,000
<ul style="list-style-type: none"> <li>Training on leadership, participatory management and organisational management</li> <li>Training on monitoring and evaluation</li> <li>Mentoring on the same</li> </ul>	2,000,000
<ul style="list-style-type: none"> <li>MMonitoring Evaluation and Reporting on CIFA's Strategic Plan</li> </ul>	500,000
<ul style="list-style-type: none"> <li>Administration and mobilizing resources</li> </ul>	16,665,000

# Livestock

ACTIVITIES	BUDGET (Kshs)
<b>Objective: To improve the health and management of pastoralist herds</b>	
• Train 60 community animal health workers	800,000
• Share animal health information with owners and community members	250,000
• Monitor and evaluate CBAHW's activities	300,000
• Increase the number and spread of CBAHWs	960,000
• Treat and vaccinate livestock	
• Create community awareness on healthy animals	
• Provide links with drug companies willing to establish distribution networks	700,000
• Develop cost recovery systems	
• Identify wholesalers and retailers	
• Link drug traders to credit facilities	
• Formation and strengthening of AHAs and linking them to credit facilities	
• Train drug traders and CBAHWs in micro enterprise management (MEM)	
• Promote cross-border animal health checks by AHAs	
• Develop and implement disease surveillance system for CBAHWs	
• Monitor the surveillance system	
• Organize animal health workers forums at different levels (community, location, district and national)	600,000
• Network with other animal health providers	300,000
<b>Objective: To increase the income of the pastoralists through improved marketing of livestock and their products</b>	
• Train the service providers on preparation of quality hides and skins	400,000
• Increase community's awareness of the importance of using the fee service providers	1,300,000
• Establish two milk and one meat processing plant in Marsabit and Moyale districts	
• Develop a secure trekking route to terminal markets	2,400,000
• Provide regular market prices	
• Avail information on price	500,000
• Train on pricing strategies	
• Formation of livestock owners associations (3 from Kenya and 2 from Ethiopia)	
• Formation of cross border livestock owners associations	600,000
• Linking livestock owners associations with livestock marketing associations and transporters	
• Train livestock marketing groups on cross-border marketing skills	1,000,000
• Link the owners' associations with livestock marketing ones	

## Education

ACTIVITIES	BUDGET (Kshs)
<b>Objective: To facilitate the improvement of the communities socio-economic base through support for education and training</b>	
• Establish out of school program classes and functional literacy for children	1,000,000
• Encourage out of school program graduates to join formal education	250,000
• Build 20 structures in 6 schools with emphasis on girls' accomodation	8,000,000
• Create awareness on the importance of education with special reference to girls' education	500,000
• Obtain bursaries for children from poor families	250,000
• Create awareness on importance of education with special reference to girls	250,000
• Link with organisations to provide learning materials to needy schools	
• Establish adult literacy classes	500,000
• Train on entrepreneurial skills for self-employment	2,000,000
• Link women and youth to credit facilities for starting IGAS	
• Provide support for dry-land farming (two irrigation schemes) and for eco-tourism projects	7,375,000
• Encourage family heads to utilize the IGA income on school fees	
• Develop monitoring & evaluation tools	20,000
• Monitor, evaluate and reporting on support to education and training	80,000

## Human Health

ACTIVITIES	BUDGET (Kshs)
<b>Objective: To improve human health through better maternal and child care, strengthened prevention measures and increased awareness of communicable diseases especially HIV/AIDS</b>	
• Information dissemination through existing forums like barazas, religious meetings etc.	1,000,000
• Link the community to other human health organisations	
• Train 60 community human health workers	750,000
• Share and exchange human health information with community members	250,000
• Link up with traditional herbalists	
• Monitor and evaluate CBHWs' and TBAs' activities	
• Monitor patients' health	100,000
• Provide drug and health kits to service providers (CBHWs and TBAs)	1,000,000
• Campaign for vaccination of children	400,000
• Develop cost recovery systems	
• Develop sustainable drug supply systems	1,500,000
<b>Objective: To increase access to health services and improve public health management</b>	
• Reduce area covered by each CBHW and TBA	500,000
• Identify wholesalers and retailers	
• Link drug traders to credit facilities	
• Link up with traditional herbalists	
• Encourage CBAHWs to diversify their income generating base	
• Train in micro enterprise management	
• Organize policy focussed health workers forums at different levels	
• Follow through the outcome of the forum meetings	200,000
• Networking with policy makers	300,000
<b>Grand Total</b>	<b>88,900,000</b>



Community Initiative Facilitation & Assistance

**Community Initiative Facilitation & Assistance (CIFA)**

C/o P.O. Box 147, Marsabit, Kenya

Tel: 254 (0183)-2415

Email: [cifa@africaonline.co.ke](mailto:cifa@africaonline.co.ke)