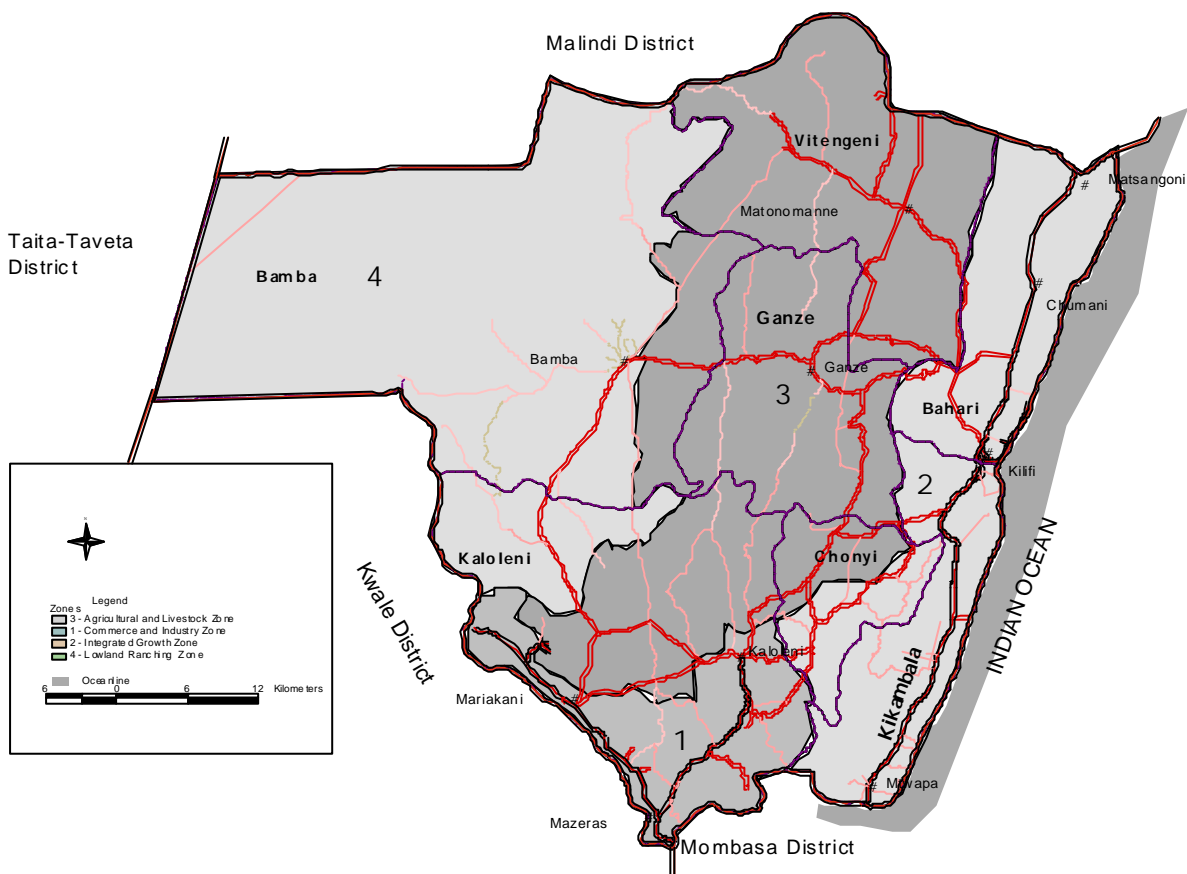


# Kilifi District

## Long-Term Strategic Development Plan 2001 – 2015



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**Commissioned by:**  
Programme Support Unit of the Kilifi District Development Programme – KDDP

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## 1. Introduction

The emphasis of development planning and management is results oriented. The planning process has to be based on a 'learning-by-doing' approach rather than on a rational comprehensive approach. Simplification by itself does not mean that the quality of the development plan is necessarily poor, what it means is that the planning work is carried out to a level of precision which is in tune with the resources available and in line with the expected output. What is desired is that all the planning results produced are continuously updated during the implementation process to take into consideration new factors. The assumption being made is that the restricting factors such as resources, data availability, quality of personnel all limits the precision of the planning work, but this is not necessarily bad since this reduced planning approach can prove to be more successful if the proposals are implemented.

Seen from this angle, district development planning should come out with three main results: an a long term district development strategy based on a 10-15 year perspective, an overview of planned development projects based on a three-year rolling calendar (i.e. medium term development planning), detailed annual development plans based on the community action plans (CAPs).

Naturally, this three-tier system of planning needs to be coupled to a national planning strategy and objectives, since district planning is not carried out in a vacuum or in total isolation of national or even global issues. The process has to be guided by specific development theories and using pragmatic and locally appropriate planning methods (i.e. based on the data availability, finances and logistics).

The long term strategic development plan describes the development problems and issues of the district and delineating potentials, principles and goals of district development. The document reflects the political will of the district population, its opinion leaders and its decision makers concerning the future development of the district.

Integration of the community action plans with the strategic district development plan has to be undertaken in the midterm three year development plans. From these plans annual action plans can be derived. While the strategic development policy will merely describe developmental themes and topics, the three year and yearly action plans will define detailed projects, which stem from the communities. They need to include budgets, resource requirements, plans of operations and so on.

The projects defined in the three year and annual development plans can only represent the actions which the public sector wishes to get involved in together with the community, particularly those where "enabling frame-conditions" are to be developed so that the private sector can undertake the necessary investments.

The plan has been broken down into seven main chapters: introduction, district fact sheet, district analysis, dynamic analysis (i.e. inter-sectoral analysis), delineation of development zones, visions and strategies, formulation of sectoral strategies and the assessment of resource requirements, potential sources of funding and organisational structure needed to implement the strategy. The plan provides the basis for commencing medium term and annual planning exercises.

## 2. Description of the planning and implementation process

In order to ensure that a broad level of acceptance and ownership of any development strategy or plan is achieved, the process needs to ensure that adequate representation of ALL sections of society is guaranteed. This process is often referred to as “**planning through a dialogue**”. Dialogue is a continuous process it is not a one-time activity. Thus, in any planning exercise the **product** (i.e. district long-term strategic development plan, medium term development plans or annual annexes) and the **process** is equally important. In fact, if a process of dialogue is not maintained, then it is unlikely that a product can actually be implemented.

**There are different planning levels:** (both vertical and horizontal) and each level results in different planning documents being produced. Each level presents a different time perspective (long-term, medium-term and short-term). Figure depicts four levels (more are possible if required). The starting point for the planning process has to be the village level when a “bottom-up” approach is being pursued. The communities undertake the **Participatory Integrated Development (PID)** process which results in three important planning documents being produced: visions/goals, prioritised **community action plans (CAPs)** and specific development projects or developmental activities. At the divisional or developmental zone level, the prioritised CAPs and village projects are integrated into a development zone strategy. At the district level, three plans are also developed, namely a vision/strategy, medium term plans and annual action plans. At the national level, three planning levels are also produced: the **Poverty Reduction Strategy Paper (PRSP)** the **Medium Term Expenditure Framework (MTEF)** and then annual development plans.

**Figure 1: Planning levels and planning documents**

Level Planning Horizon	VILLAGE LEVEL	DEVELOPMENT ZONE or DIVISIONAL LEVEL	DISTRICT LEVEL	NATIONAL LEVEL
LONG TERM 15 – 20 Years	Visions Goals		Visions	PRSP
MEDIUM TERM 3 Years Apprx.	Prioritized CAPs	Dev.Zone Strategies	Medium Term Plans	MTEF
SHORT TERM 1 Year	Projects	Inter-Community Prioritized Projects	Annual Action Plans	Annual Development Plans

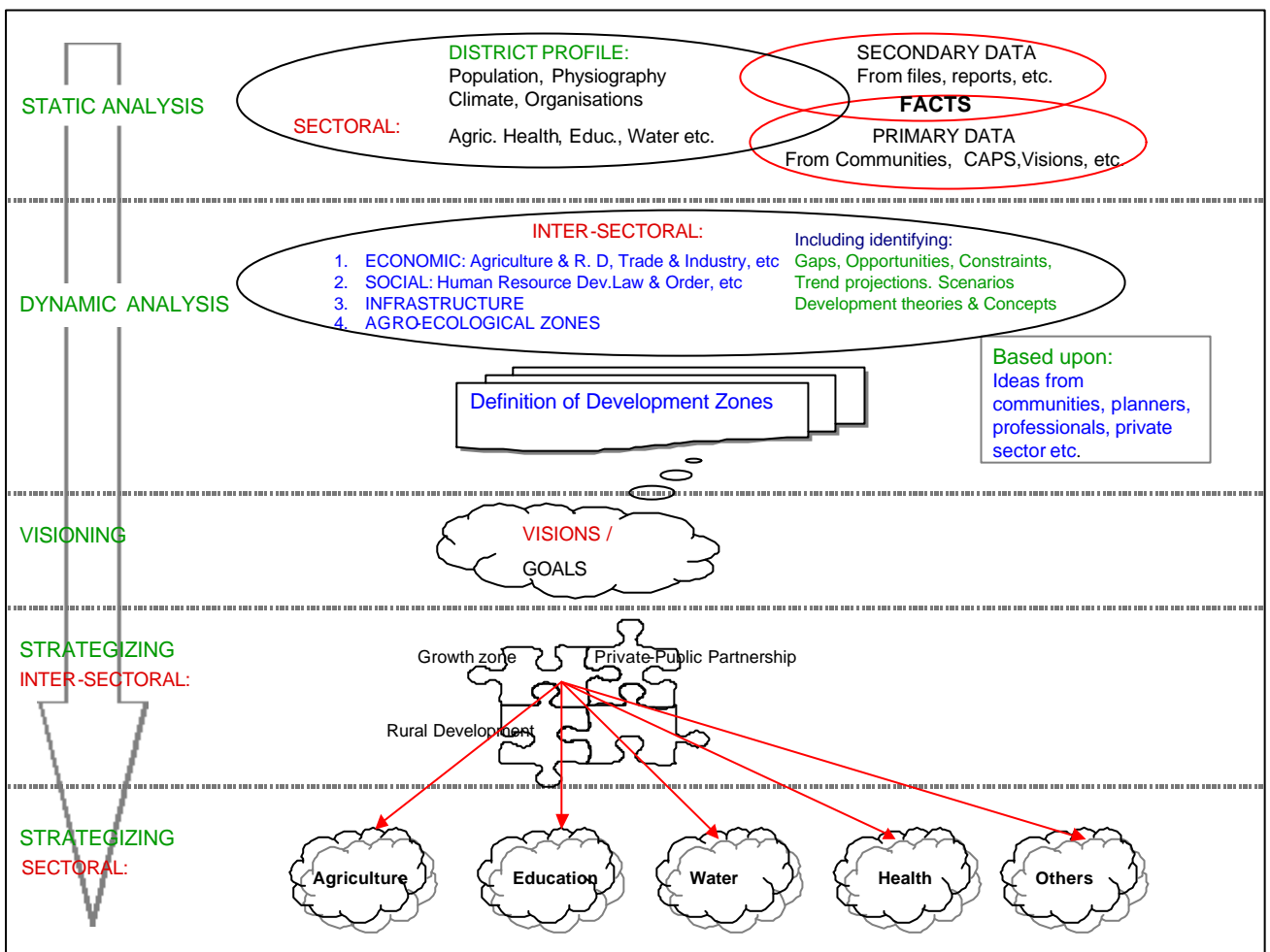
**Initiating community dialogue:** There are two ways in which a dialogue can be initiated, either as a completely open process or on the basis of existing facts and information. While the former approach assumes that only the knowledge of the participants is relevant, the latter attempts to merge the know-how of the participants with facts and figures, which have been collected in advance.

**Static analysis:** Formulation and approval of anyone of the above documents is a time consuming task, requiring numerous iterative steps (i.e. repetitive steps) and figures 2 and 3 illustrate the procedural steps involved. Figure 2 illustrates the specific steps involved in formulating a long-term strategic development plan. The first part of the process involves undertaking a **static analysis**. During the static analysis the

community and the planning team examine information derived from **secondary data** (i.e. from existing reports, studies, feasibility reports as well as from the information contained in the community action plans). In the event that the existing information is either inadequate (both in terms of quantity and quality) then it may be advisable to collect primary data. The extent to which this can be undertaken is dependent upon the available resources (both financial and human).

**Dynamic analysis:** After completing the static analysis, the planning team undertake a **dynamic analysis**. During the dynamic analysis stage the information derived from the static analysis is subjected to inter-sectoral assessments, usually along the lines of common themes derived, for example, from the Poverty Reduction Strategy. One important function of the dynamic analysis is also to project the data and information into the future and to base the analysis upon these projections. Projection and scenario techniques can be used for this process. The basic task is to determine how the development options look like if either the population continues to grow unchecked, if the population growth rate can be stabilised or if the population growth rate actually declines.

**Figure 2: From facts and community visions to a district strategic development plan**



**Defining spatial zones:** While each district in the country is unique, differences within the districts are equally likely. Different parts of the district have quite varied potentials. As a result of the dynamic analysis, the planning team will be able to determine the spatial uniqueness of areas and thus define the **development zones** of a district. The development zones represent the spatial areas where similar development approaches can be implemented since similar conditions exist in the zone.

**Visioning:** For each of the development zones **visions** have to be formulated. Visions are basically ideas that have been derived from both the static and dynamic analysis. The visions define how all stakeholders perceive the future of the district. Visions present a **long-term view** (e.g. 15-25) of the development of the district. Visions are bold and “visionary”; they get away from the narrowly viewed medium-term and annual plans.

**Strategizing:** Similarly to the fact that there are different modes of transport (i.e. car, bicycle, airplane) that can be employed to reach a specific destination, there are also different **strategies** that can be used to reach a vision. Different strategies are often a direct reflection of different philosophies. An environmentally conscious person will probably select the bicycle as the mode of transport. Development strategies are guided by different **development theories and concepts**. Development theories such as selective closure, or export led growth or any other such theories underline the strategies which are used to determine how the agreed upon vision is to be achieved. Apart from the development theories, other more pragmatic aspects also play an important role in the development of strategies. These can include such issues as cost minimization, privatisation, commercialisation, private-public partnerships and so on. National and local laws and policies also guide strategies. Agreement has to be reached in the district on the desired strategy since the implementation costs vary depending upon which strategy is selected.

**Sectoral strategies** Each sector then has to interpret what the agreed upon strategy entails. If agreement is reached that private-public partnership strategy should be pursued then the individual **sector strategies** (e.g. agriculture, water, health, education, etc) have to interpret the respective strategy. For example, the consequences for the veterinary services of a privatisation strategy would be not to provide free services in those areas that are adequately covered by the private sector and where the communities are sufficiently well-off to afford to pay for the private services. At the same time the veterinary services would re-direct its personnel and resources to provide services in those areas where private vets do not exist.

**18 Integrated steps:** The approach for defining and agreeing upon a long-term strategic development plan for a district cannot be undertaken merely as a desk exercise. It has to be **participatory and should be bottom-up**. This is usually easier said than done, especially if there are only limited funds available for the exercise. More importantly, the exercise should not be reduced to a farce during which participation is merely simulated and is not genuine. Figure 3 depicts 18 broad steps for deriving a strategic development plan. The process depicted in the figure is as follows:

#### THE 18 INTEGRATED STEPS:

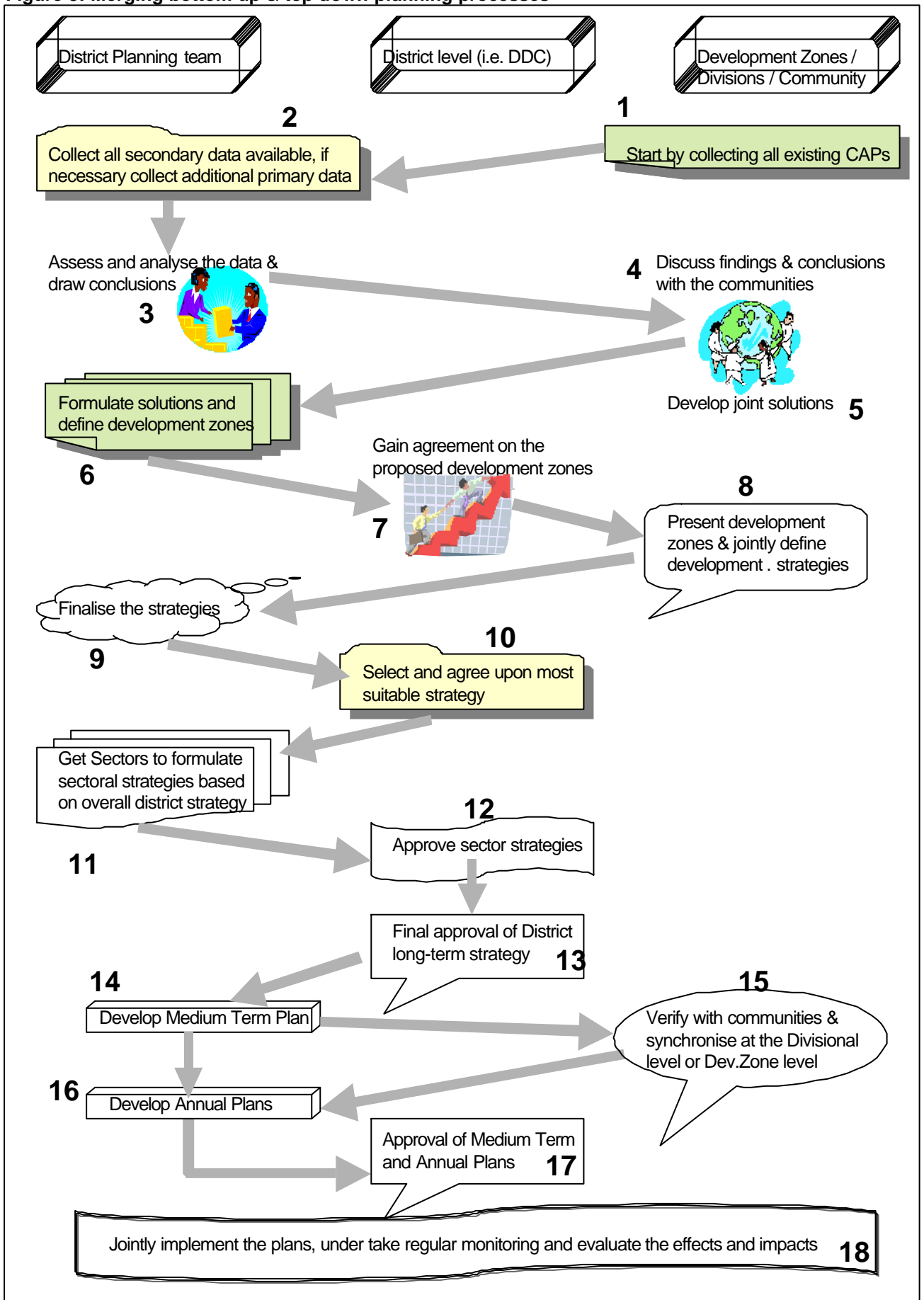
1. **Collection of Caps:** The district planning team collect all available community action plans or any other planning documents that the communities may have produced as a result of undertaking a joint analysis and planning in their villages.
2. **Collect secondary / primary data and information** The planning team collect all secondary data and information which is available and store the information systematically in the district planning unit offices (i.e. office of the district development officer). Where data is either missing or grossly inaccurate it may prove necessary to collect primary data.
3. **Data analysis:** Thereafter, all of the data and information has to be carefully analysed by the planning team who also draw tentative conclusions. These are documented in such a way that the communities' members can understand them.
4. **First community dialoguing:** The first of three consultative forums or dialogues are undertaken with the communities. The objective of the dialogue is to present the results of the analysis and determine whether the conclusions drawn are correct. The communities have an opportunity to verify, refute or alter the interpretations on the basis of additional knowledge that they have which may not be contained in the primary and secondary data.
5. **Develop joint solutions:** After having agreed upon the analysis, the communities are requested to come out with recommendations how they would see that the problems can be resolved or more importantly, how the potentials and opportunities can be tapped by themselves.
6. **Formulate solutions / define development zones:** The planning team then formulate the proposals more precisely and subject these to a dynamic analysis. Furthermore, the team identifies tentative development zones.
7. **DDC agreement on development zones:** Agreement has to be reached within the DDC with regard to the proposed development zones.

8. **Second community dialoguing:** The development proposals that have been formulated by the planning team based upon the development zones then need to be subjected to a second round of consultations with the community and communities. During this process the development zones and the **visions** which have been formulated are presented and agreement reached on which one to select. At the same time the communities will develop **strategies** for achieving the respective vision that they have agreed upon.
9. **Finalise strategies:** Once again, the planning team has to formulate the visions and strategies more precisely. Plausibility and viability assessments need to be undertaken and a final version of the visions and strategies to be tabled for approval by the DDC will be formulated.
10. **DDC selects / approves strategy:** The DDC (based upon a revised membership defined in the section 7.3) would formally approve the vision and the strategy.
11. **Formulate sectoral strategies:** The approved visions and strategies are basically inter-sectoral. The next step would entail that each sector derives a sectoral strategy based upon the agreed upon overall vision and strategy. The sectoral strategies must be based upon the new development zones.
12. **DDC approves sectoral strategies:** Approval has to be sought for the sectoral strategies from the DDC.
13. **Final DDC approval of overall strategy:** The planning team compiles the completed Long-Term Strategic Development Plan into a single document and gains official approval of the plan through the DDC. The plan includes the overall vision and strategies, the sectoral strategies and a rough estimate of the costs involved.
14. **Formulate medium term plans:** It is now possible to commence with the development of medium term plans for the district. These plans differentiate themselves from the visions and strategies in so far as they elaborate more precisely which development projects should be undertaken in order to reach the vision. The medium term plans would be guided by the long-term visions and would be for a 3-year period of time.
15. **Community dialoguing:** Medium term plans also need to be subjected to a dialogue process with the communities and they need to reflect precisely the needs and requirements of the community as defined in their own community action plans. A similar process can be developed for the formulation and approval process for medium term development plans.
16. **Formulate annual action plans:** Annual action plans define the exact projects that will be supported by the public sector in that particular financial year. Projects must be derived from the CAPs and they must be in-line with both the long-term and medium-term development strategy and approach. Once again, a similar flow chart can be used to guide the development of the annual action plans, whereby these need to be closely interlinked with the government budgeting process.

The key question in the 18 steps mentioned above concerns the **procedures for dialoguing** and interfacing the process with the communities. Ideally, every community would be involved in the process; practically this is impossible as it would be too expensive and almost impossible to manage. However, the active participation can be guaranteed as soon as all communities have participated in the PID approach and have also developed their CAPs. Since the CAPs form the starting point for the process of developing a long-term strategic development plan, then it would not be necessary to regularly consult all communities (the logic being that they have all been involved in the PID process). Therefore, the dialogue process with the community can be undertaken at a more aggregated level, for example at the **divisional or development zone level**. Each community would send one or possibly **several representatives** to the meetings / workshop defined in the steps above. Random sampling techniques and other more objective selection techniques need to be used to ensure that all communities are adequately represented. Such an approach would be both affordable and manageable.



Figure 3: Merging bottom-up & top-down planning processes



### 3. Situation analysis

#### 3.1 District Fact sheet

<b>Population Density</b>	
Total population	555,000
High- Bahari Division	288 Persons/ Km <sup>2</sup>
Low- Bamba Division	27 Persons/ Km <sup>2</sup>
Average	113 Persons/ Km <sup>2</sup>
<b>Demography</b>	
Crude Birth Rate	49.2 per 1000
Crude Death Rate	7 deaths per 1000
Under 5 mortality rate	111 per 1000
Life expectancy	54-63 years
Population Growth Rate	3.17%
Fertility rate 15-49 yrs	(127,577) 4.4
Sex ratio	91 males per 100 females
<b>Area</b>	
Total Area	4878 Km <sup>2</sup>
Arable land	907 Km <sup>2</sup>
Non arable land	3971 Km <sup>2</sup>
Water mass	166 Km <sup>2</sup>
Gazetted forest	20,307 hectares = 20km <sup>2</sup>
Total length of the coastline	67 KM
Size of urban area	206 Km <sup>2</sup>
<b>Social indicators</b>	
Total No. of households	90,000
Average household size	6.17
Women headed households	14,296
Living in towns	75,451 (36573 males, 35,878 females)
Children needing special protection	313 (reported cases only)
<b>Economic indicators</b>	
Absolute poverty	305,945 (66.8%)
Contribution to the nat. poverty	2.54%
Population under informal sector	218,254
Population under the formal sector	14,559
Average household incomes	Ksh 706.9
Sectoral contribution household income:	
• Agriculture:	80.6%
• Rural self employment:	1.85%
• Wage employment:	6.2%
• Urban self employment:	11.4%
No. of people employed per sector:	
• Agriculture:	187,578
• Rural self employment:	9,156
• Wage employment:	14,559
• Urban self employment:	26,478
No. of people generating incomes from other sources	237,771
No. of unemployed	50,193
	15,964

## 3.2 District Profile

### 3.2.1 General features and settlement structure

**Position and Size:** Kilifi district is in Coast Province. The district borders Taita Taveta to the west, Malindi to the northwest, Mombasa and Kwale to the south. The district has an area of 4878km<sup>2</sup>. The position of the district puts it in a strategic location for industrial growth in the Kenya coast. It borders Mombasa (the second largest city in the country) and Kenya's main seaport of Kilindini.

**Administrative and Political Units:** Kilifi district is divided into seven administrative divisions namely Kaloleni, Bahari, Chonyi, Vitengeni and Kikambala. It has 36 locations and 107 sub locations. Politically, the district is divided into three constituencies namely Kaloleni, Ganze Bahari constituencies. It has three local authorities namely, Kilifi county council and Kilifi and Mariakani town councils.

**Settlement Structure:** Settlement patterns in the district are influenced by infrastructure network (roads, water, electricity) and high agricultural potential zones. High population densities are found in Bahari, Kikambala and Kaloleni divisions along the tarmac road of Mombasa-Malindi and Mombasa-Nairobi up to Mariakani urban town. These areas are also well supplied with piped water and electricity. High population clusters are also found in Chonyi division and some parts of Kaloleni division where there are high potentials for agricultural production. Sparsely populated divisions in the district are Ganze, Vitengeni, Bamba and some parts of Kaloleni division. These areas are rangelands and are less productive agriculturally. The three larger towns in the district (Kilifi, Mariakani & Mtwapa) have a total population of 72,451 (1999), which represents 13% of the total district population.

### 3.2.2 Physiographic and Natural Conditions

Kilifi district has four major **topographical features**. The first one is a narrow belt, which forms the coastal plain and varies in width in 3km to 20km. The coastal plain lies below 30km above sea level with a few prominent peaks on the western boundary including hills like Mwembetungu and Mambui old sand dunes.

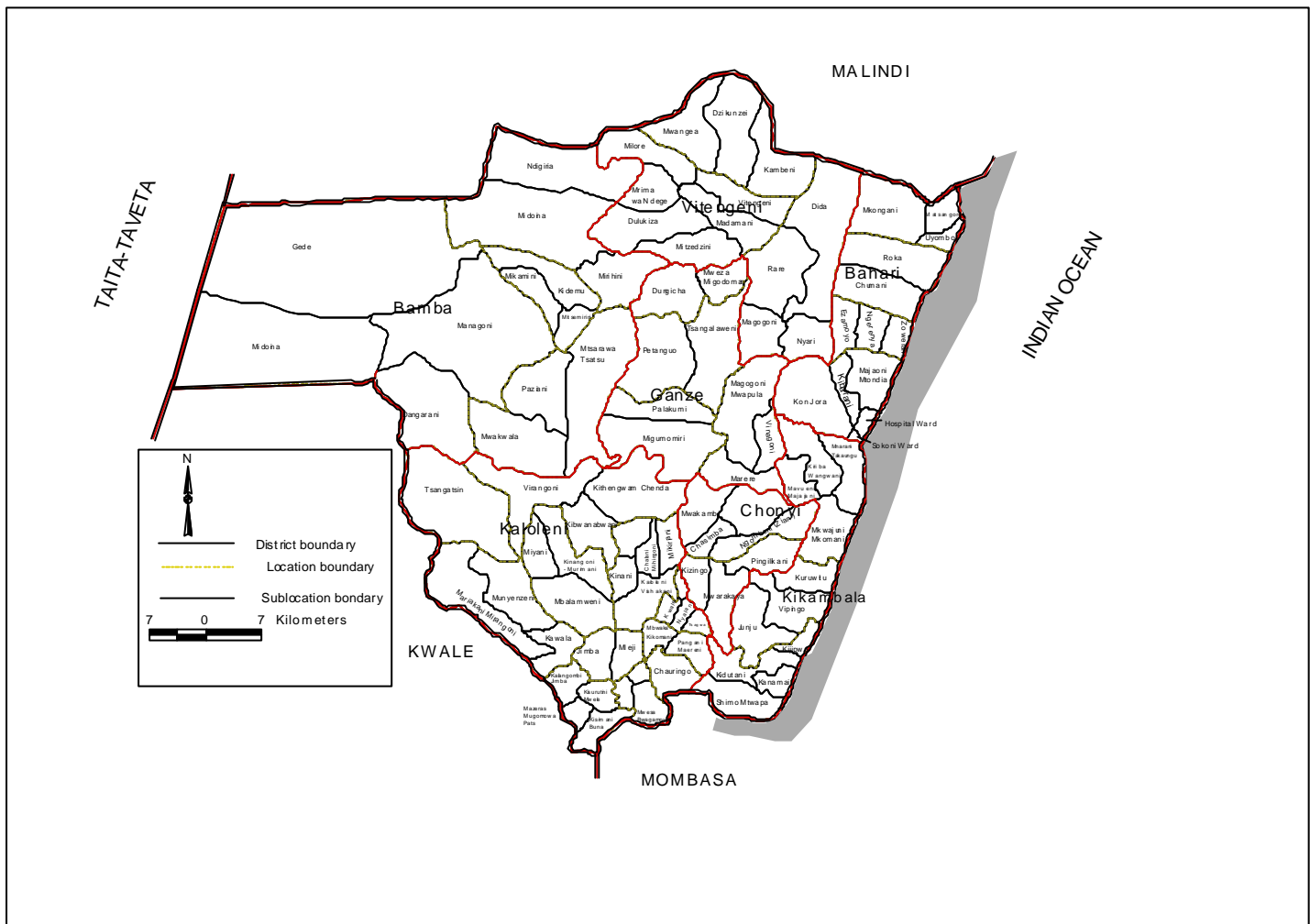
Across this plain run several creeks resulting in excellent marine swamps. These swamps are endowed with mangrove forests and presents potential for marine culture. This zone is composed of marine sediments, including coral limestone, marble clay stones and alluvial deposits that support agriculture.

To the west of the coastal plain lies the foot plateau that is characterised with slightly undulating terrain. The plateau falls between 60m and 135m altitude and slopes towards the sea. The surface is traversed by a number of dry watercourses with underlying Jurassic sediments consisting of shells, sandstones and clays. In this zone, grassland and stunted vegetation prevails.

The coastal range falls beyond the foot plateau and has distinct low range of sandstone hills of about 150m to 4450m high. These hills form the peaks and include Simba, Kiwava, Jivana, Mazeras and Mwangweya in the district. Occupying the lower lying ground along the western side of the district is the Nyika plateau, which occupies about two thirds of the district area. The plateau is sparsely populated and is covered by thin vegetation, shallow depressions and gently undulating terrain. This is an arid and semi arid zone, which is not suitable for livestock farming.

The drainage pattern for Kilifi district is formed by seasonal rivers, which drain to Sabaki River and Indian Ocean. The rivers and streams are Nzovuni, Goshi, and Wimbi. The average annual rainfall ranges from 400mm in the hinterland to 1200mm at the coastal belt. The coastal belt receives an average annual rainfall of about 900mm to 1100mm with marked decrease in intensity to the north and to the hinterland.

Figure 4 Kilifi District boundaries



The district has two main rainfall seasons in a year. The long rains start from April to June, with a peak in May while the short rains fall from October to December. The two seasons are more prominent in the south. In the hinterlands or rangelands zone where rainfall is very unreliable, the seasonality is barely noticeable. In the period between October and December, when the coastal belt receives only 20<sup>0</sup> of the annual rainfall, the Nyika plateau and the rangeland get 40<sup>0</sup>. The rainfall pattern is influenced by the district's proximity to the Indian Ocean, relatively low altitudes, temperatures and winds.

The annual mean temperatures in the district ranges between 22.5<sup>0</sup> C and 24.5<sup>0</sup> C in the months of April, May and June while the maximum temperatures vary between 26<sup>0</sup> C and 30<sup>0</sup>C. In the coastal belt maximum temperatures in the hinterland ranges between 30<sup>0</sup>C and 34<sup>0</sup>C. This is very high and results to a relatively high evaporation rate. The district generally hot and humid all the year round with average relative humidity of 60% along the coastal belt.

The district experiences relatively low wind speeds ranging between 4.8km and 10.9km per hour. The rainfall distribution to a great extent, influences economic activities undertaken in different parts of the district. For instance, the southern coastal belt support seasonal crop farming while the marginal rangeland zone is good for livestock and game ranching through out the year.

### 3.2.3 Population profiles

The following population projections have been developed on the basis of both the results of draft 1999 census data as well as the 1989 data.

**Table 1: Population projections 2010 and 2015**

Age groups	1999			2010			2015		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Under 1 year	10.584	10.488	21.042	14.491	14.400	28,891	16.980	16.873	33.853
Under 5 years	51.320	51.786	103.106	70.462	71.102	141.564	82.565	83.314	165.899
Under 15 years	135,287	133.932	269.216	185.747	183.888	369.635	217.649	215.471	433.120
15 yrs to 55yrs	108,585	136.598	245,183	153,900	193,591	347.491	180,321	226.841	407.162
Above 55 years	18,474	17.000	35,474	26181	24,094	50,275	30,678	28,232	58,910
Above 65 years	8,645	7,096	17.897	13.363	11.209	24.572	15.659	13.134	28.793

**Table 2: Population projection for urban areas 2010 and 2015**

Urban centres	1999			2010			2015		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Kilifi	15.943	16.258	32.201	21.887	22.322	44.209	25.649	26.156	51.805
Mtwapa	11.504	9.991	21.495	15.795	13.718	29.513	18.508	16.074	34.582
Mariakani	9.126	9.629	18.755	12.530	13.221	25.751	14.682	15.491	30.173
<b>Total</b>	<b>36.573</b>	<b>35.878</b>	<b>72.451</b>	<b>50.212</b>	<b>49.261</b>	<b>99.473</b>	<b>58.839</b>	<b>57.721</b>	<b>116.560</b>

**Table 3: Population distribution by Divisions**

Division	Year / projection		
	1999	2010	2015
Bahari	80.324	113,836	133,388
Kikambala	86.366	122,400	143,423
Chonyi	52.449	74,331	87,098
Kaloleni	210.854	298,827	350,151
Bamba	43.934	62,265	72,960
Vitengeni	43.272	61,326	71,858
Ganze	33.132	46,956	55,020
<b>Totals</b>	<b>550,331</b>	<b>779,941</b>	<b>913,898</b>

**Table 4: Population densities as per Development Zones (compare section 4.1)**

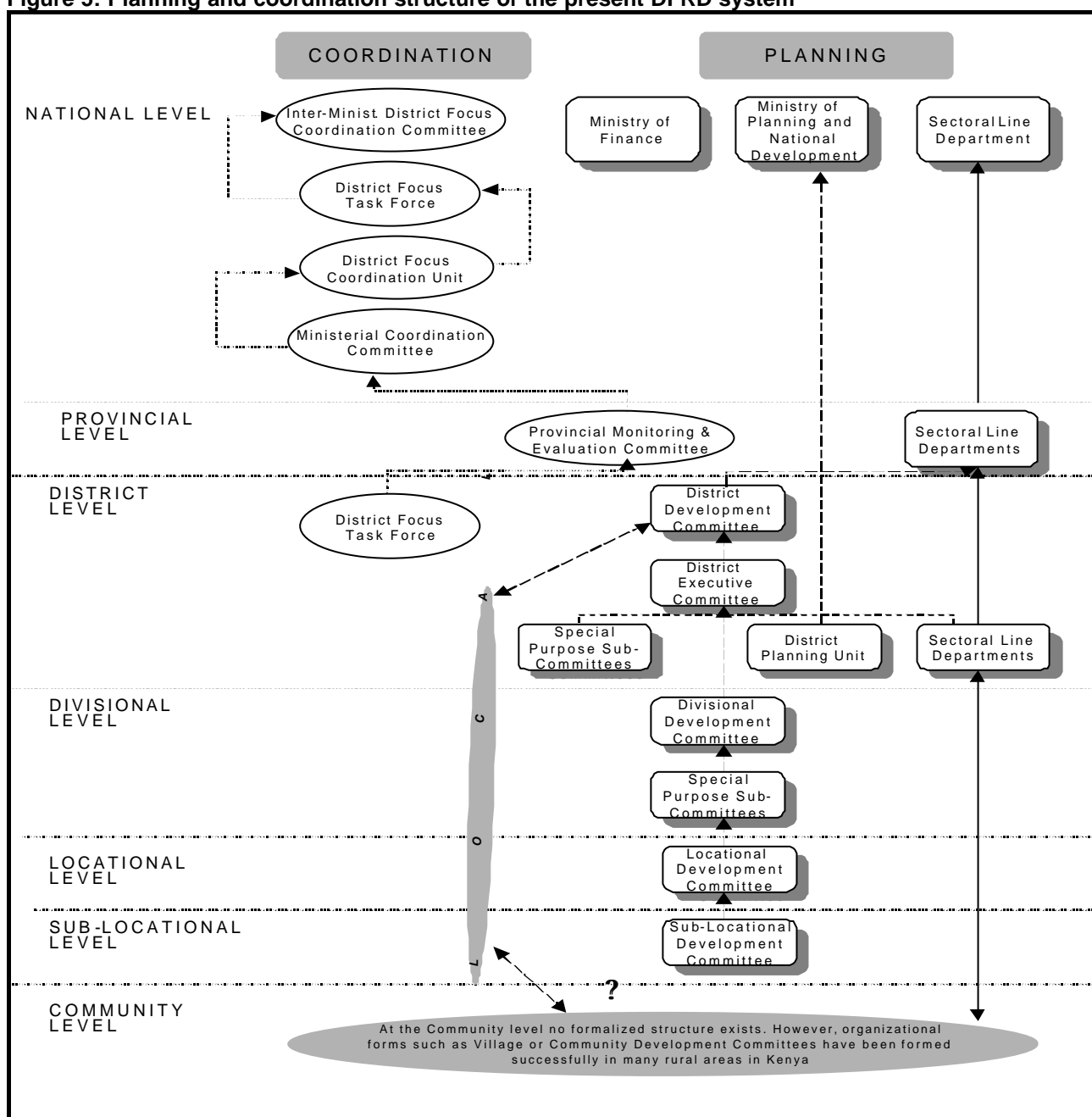
Development Zones	1999		2010		2015	
	Pop.	Density Km <sup>2</sup>	Pop.	Density Km <sup>2</sup>	Pop.	Density Km <sup>2</sup>
1. Integrated growth zone	222.391	278	315.178	394	369.310	462
2. Industrial-commerce growth zone.	132.590	331	187.909	470	220.183	551
3. Agricultural-livestock zone	144.782	75	205,188	106	240.430	126
4. Lowland ranching zone	50.568	29	71.666	41	83.975	48
<b>Total</b>	<b>550.331</b>		<b>779,941</b>		<b>913.898</b>	

### 3.2.4 Organisational structures and framework (incl. Law & order)

The district is organised into two distinctly separate structures: the organisational framework as defined in the District Focus for Rural Development (DFRD) and the local government system (local and town councils). With the advent of the decentralisation approach in the 1983 developmental work was increasingly organised through the DFRD approach. The structure has been depicted in the figure below. The Government service providers are organised into sectoral line departments who are represented at the national and district level and to a lesser extent at the divisional and locational levels.

While the local government system is established through an act of parliament the DFRD system is merely based upon a presidential directive. Initially, the DFRD approach proved to be quite successful and was enthusiastically welcomed. Disillusionment gradually set in and at present the approach is not working adequately at all. There are numerous reasons for this, the most important ones have been summarised in the box below.

Figure 5: Planning and coordination structure of the present DFRD system



The DFRD strategy was introduced to Kenya in 1983. Meant to be the vehicle to promote development and to fight poverty, it has since then been criticized for a variety of reasons. The most important deficits, which have been observed, include.

- **Duality of systems** (DFRD and county council structures) without a locally elected body to control the administration.
- **Lack of legal framework of the DFRD approach**, thus any decision made by respective committees has no legal basis.
- **No clear separation of developmental from regulatory functions** and thus a domination of the development committees by the state.
- **Centralisation** with final decision-making resting almost entirely at national level where the budget and finances are decided.
- The approaches for operationalising **community participation has not been commonly defined and agreed upon at the national level** thus further enhancing the communities' dependence on the state to provide 'development'.
- **Overly complicated, bureaucratic approach with too many planning layers** involved, many of which are non-operational and are not responsive to community needs and aspirations nor do they reflect a community oriented approach.
- **Resource constraints and funding problems** (including late release of funds, lack of a non-sector bound community fund or a general development fund).
- **Lack of accountability and transparency** in the use of resources leading to the possible misappropriation of funds and sole control of funds by sectoral line departments.
- The current DFRD system is not sufficiently strong to avoid **individuals manipulating or altering the decisions** made by the communities.

The Government of the Republic of Kenya has declared on a number of occasions that a reform of the DFRD strategy is necessary in order to make it more accountable and responsive to the needs of the communities. During a **leaders workshop** conducted in May 2000 proposals for improving and revitalising the DFRD approach were elaborated and agreed upon.

The **agreed upon proposals** are included in section 7.3.

### 3.3 Sector analysis

<b>3.3.1 Agriculture sector</b>	
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	The government strategy for sustainable agricultural development is through a number of different policy and sessional papers. The Development of the sector is expected to be based upon a holistic perspective, including cross-sectoral issues that influence agricultural development. At the core of this strategy are the participatory identification of constraints and opportunities to agricultural development initiatives, and the Co-ordination of plans of operation to achieve these initiatives.
<b>MAIN CHARACTERISTICS:</b> Basic data of the sector describing the situation in the district	Of a total area of 5044 Km. Square, 3958 Km square (78.5%) is Agricultural land. A total of 64,198 farm families (over 90% of the population) depend wholly on agriculture and derive their incomes from the agricultural sector, while the remaining (10%) depend only partially on the sector for their livelihoods. These groups have other sources of income, which include fishing, off-farm employment and small businesses (shops). Land holding and ownership varies within the district, the pattern is as follows: - 25 settlement schemes out of which 17 have been finalized, 32 Adjudicated schemes 5 Group ranches, Land is classified into three categories: -Government land, Trust land, Private land
<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organised in the district	<ul style="list-style-type: none"> <li>• <b>Government:</b> Organizationally and administratively, the sector has been divided into five sub-sectors namely crop production, livestock production, veterinary services, forestry and fisheries. The two sub-sectors of crops and that of livestock production (now one department) have a total of eighty two (82) frontline extension staff in the district giving a coverage of 1:783 staff to farmer ratio.</li> <li>• <b>NGO:</b> There are altogether 11 NGO's and two parastatals working directly in the sector. These NGO's are implementing various projects district wide such as dairy promotion, ox ploughing, seed supply, organic farming, capacity building and environmental conservation. The two parastatals namely KARI and CDA play a very crucial role in research and capacity building respectively.</li> <li>• <b>Private sector:</b> The main private sector activities in agriculture concentrate on the more commercially viable zones. Agri-business, including large dairy and beef herds, poultry, sisal and horticulture are a few of the most important private sector activities. The contribution of private in the district is quite substantial (exact production Ksh. currently not known).</li> </ul>
<b>PAST PERFORMANCE:</b> Assessment of the performance of the sector over the past 5 years, achievements and effects of the development work.	Despite the overall importance of the agricultural sector, the past performance has not been able to keep up with expectations and requirements. Total value of crops production has changed from 4 billion in 1997, 8 billion in 1998 to 10 billion in 1999 while livestock production has maintained 2.7billion, 2.3billion and 2.6billion during the same period of three years. Even though the production seems to have increased the actual production per unit area has shown a decline over the years due to poor methods of production (non usage of fertilizers, certified seeds/breeding stock and chemicals). Apart from profitability, the sector also needs to be examined from the food security point of view. Food security as measured against average consumption needs would be as follows: Value of production and thus economic performance of the sector can also be viewed spatially, namely in line with the divisional boundaries and zones.
<b>MAIN CRITICAL ISSUES:</b> Description of the critical issues and problems of the sector. <ul style="list-style-type: none"> <li>• Target group</li> <li>• Service provider</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Basic issues related to the target groups:</b> The main critical issues which affect the sector (crops and livestock include poor rainfall reliability, inadequate marketing channels, unavailability of quality seeds (affordability) and breeding stock, high dependence on rain fed agriculture, poor extension service delivery, poor technology transfer between researchers and extension services, limited credit facilities, fluctuating prices, low level of profitability, limited access to water and high incidences of pests and diseases. Sub sector specific constraints include: Poor adoption of agricultural technologies and hence low food production.</li> <li>• <b>The main constraints faced by the service providers:</b> Transport, Inputs to aid demonstration, Operational funds.</li> </ul>
<b>MAIN POTENTIALS:</b> Potentials as defined in the Community Action Plans and those identified by the institutions and organisations	<ul style="list-style-type: none"> <li>• <b>Potentials listed in the CAPs include:</b> Establishment of milk processing plants in the high potential areas mainly, Fruit processing (cottage industries), Ox- ploughing, Agro-vet shops, Beekeeping, Poultry production, Goats improvement</li> <li>• <b>Those identified by institutions/Organisations include:</b> A number of related commercial services and trade activities are either directly or indirectly related to the sector, these include milk processing (yoghurt, butter, etc) skins and hides, fruit drying, woodcarving and timber production. Supply of inputs through services to the sub-sector is also of importance including supply of packaging materials, fishing tackle and marine equipment, drugs, pesticides/herbicides and fertilizers.</li> </ul>
<b>LINKAGES (OTHER SECTORS):</b>	



<b>3.3.2 Roads and Public Works</b>	
<p><b>SECTOR POLICY:</b></p> <p>Definition of main national and district sector policies</p>	<p>The major objective is to provide an efficient, adequate and reliable road transport network through out the country. This is achieved by carrying out proper rehabilitation and maintenance of our roads network through intensified use of both labour based technologies and/or machineries whichever is cost effective. Labour based technologies lead to creation of employment, savings in foreign exchange and effective utilisation of available maintenance funds by cutting down costs on transport and accommodation normally associated with permanent staff.</p> <p>Proper maintenance of the road network will lead to the improvement of the road network condition that will lead to saving in vehicle operating costs for the road users. In addition, proper maintenance prolongs the economic life of existing pavements and reduces reconstruction and rehabilitation costs of the roads.</p> <p>This ensures amore effective use of existing road infrastructure, preservation of existing investments already made in the development of the road infrastructure, stimulation of rapid socio-economic development of the country plus safer roads and environment.</p> <p>The ministry is involved in the building sector. It implements various objectives including provision of decent and affordable shelter, coordination of activities and programmes aimed at improving slum and squatters settlement, coordination of activities in the building sector and collection of data for housing industry management.</p>
<p><b>MAIN CHARACTERISTICS:</b></p> <p>Basic data of the sector describing the situation in the district</p>	<p>Kilifi district has a total classified road network of 101000 km consisting of:</p> <ol style="list-style-type: none"> <li>1) Bitumen surfaced roads 142.8 km</li> <li>2) Gravel surfaced roads 262.9 km</li> <li>3) Earth surfaced roads 604.3 km</li> </ol>
<p><b>INSTITUTIONAL/ ORGANISATION:</b></p> <p>Description of how the Government, NGO and Private sector are organised in the district</p>	<ul style="list-style-type: none"> <li>• <b>Government:</b> The sector has been divided into two sections: The buildings section, The roads section</li> <li>• <b>NGO:</b> There are two NGOs working directly in the Roads section. DANIDA constructed and maintained a total of 71.8 km under the Rural Access Roads Programme (RARP), reconstructed and maintained a total of 100 km under the Minor Roads programme (MRP) in the past 5 years and are currently embarking on Roads 2000 Project. This is road maintenance project targeting the whole roads network in the district. GTZ under Food for Work Programme have rehabilitated a total of 326.7 km badly damaged by the el-nino rain in the past 3 years and currently have targeted another 113.5 km to be rehabilitated under Food for Work Programme Phase III.</li> <li>• <b>Private Sector:</b> All classified roads are government roads there fore private sector initiatives on roadwork have been nil. Private sector players have only come to light as employees of the government contract to accomplish specific tasks.</li> </ul>
<p><b>PAST PERFORMANCE:</b></p> <p>Assessment of the performance of the sector over the past 5 years,</p>	<p>The 71.8 km newly contracted roads under the RAR regime means that the roads section grew by 7.1% over the past 5 years. Otherwise the sector has been mainly concerned with routine and periodic maintenance of the existing roads achieving an average maintenance rate of 55%.</p>
<p><b>MAIN CRITICAL ISSUES:</b></p> <p>Description of the critical issues and problems of the sector:</p> <ul style="list-style-type: none"> <li>• Target group</li> <li>• Service provider</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Basic issues related Target Groups:</b> Inadequate inefficient and unreliable road network, transport system occasioned by damaged and poor surface road.</li> <li>• <b>Issues related to Service Providers:</b> Un-serviceability of vehicles, plants and equipment and inadequate funds to repair the same and purchase materials and labour for road works.</li> </ul>
<p><b>MAIN POTENTIALS:</b></p> <p>Potentials as per Community Action Plans</p>	<p>Improved communication between market centres and administration centres. Improved ability to market farm produce from the rural areas Opening up various development opportunities available in the district, including businesses, etc.</p>
<p><b>LINKAGES (OTHER SECTORS):</b></p> <p>Description of linkages to other sectors and organisations (if relevant)</p>	<p>The administration and other sectors such as education, health, water, and others require god roads in order to be able to actually provide their services to those requesting / requiring them.</p>

<b>3.3.3 Water</b>	
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	The sector of late has come up with an elaborated policy, that it will aim at creating an enabling environment for orderly, co-ordinated and sustainable development of the water resource - distribution, conservation, protection and support to sanitation
<b>MAIN CHARACTERISTICS:</b> Basic data of the sector describing the situation in the district	The sector is characterised by uneven distribution and poor management of water facilities in the district. The hard hit areas are the hinterlands where communities walk for long distances for their domestic water requirements and that of their livestock. The scenario becomes worse during dry season. Main facilities include: pipeline, dams, pans, wells and springs. This sector has been able to facilitate the construction and rehabilitation of various water facilities ranging from piped water-to-water pans. The pipeline water system covers a total of 449 Kms of which 278 Kms (61.9%) are in Bahari division (incls. Kikambala & Chonyi), 171 Boreholes of which 124 (72.5%) are in Bahari, 538 shallow wells of which again 513 (95.5%) are in Bahari with non in Ganze (incls. Vitengeni & Bamba), there are also 368 water pans of which 318 (86.5%) are in Ganze (incls. Vitengeni & Bamba). However most of the water pans in the hinterland dry up due to prolonged drought.
<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organised in the district	<ul style="list-style-type: none"> <li>• <b>Government:</b> The department comprises of the following sections: Engineering, Surface water (hydrology), Ground water (hydrogeology), water law, operation and maintenance, Transport and administration are support sections. There are water officers at each division.</li> <li>• <b>NGO:</b> There are no specific NGOS implementing water projects but those that are there to support community projects in water .so far it is only plan international, which is funding water projects.</li> <li>• <b>Private:</b> There is nobody in the private involved in water activities.</li> <li>• <b>Others:</b> Any other stakeholders who may have been left out.</li> </ul>
<b>PAST PERFORMANCE:</b> Assessment of the performance of the sector over the past 5 years, achievements and effects of the development work.	<ul style="list-style-type: none"> <li>• Generally good 15 pipeline (water projects) constructed, 44 dams/pans rehabilitated, 20 new pans constructed, 60 roof catchments constructed, 8 shallow wells constructed.</li> </ul> <p>Effects on Development Work</p> <ul style="list-style-type: none"> <li>• Agricultural production improved</li> <li>• Reduced migration (Rural–urban)</li> <li>• Water borne diseases reduced</li> <li>• Improved health.</li> </ul>
<b>MAIN CRITICAL ISSUES:</b> Description of the critical issues and problems of the sector: <ul style="list-style-type: none"> <li>• Target group</li> <li>• Service provider</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Basic issues related to the target groups:</b> there is only one perennial river, which is salty. In some areas people walk more than five kms underground water is saline, and there is high evaporation rates and infiltration rate.</li> <li>• <b>Issues related to service providers:</b> inadequate operational funds and Poor infrastructure.</li> </ul>
<b>MAIN POTENTIALS:</b> Potentials as defined in the Community Action Plans and those identified by the institutions and organisations	<ul style="list-style-type: none"> <li>• Rain water harvesting through roof catchments, ground catchments and construction of pans/dams.</li> <li>• Construction of piped water projects although this shall depend on the shallow wells.</li> <li>• Construction of shallow wells.</li> </ul>
<b>LINKAGES (OTHER SECTORS):</b> Description of linkages to other sectors and organisations (if relevant)	<ul style="list-style-type: none"> <li>• Forestry department – water catchments protection.</li> <li>• Public health –creating awareness in the spread of water borne disease.</li> <li>• Agriculture-control of soil erosion on farmlands. This reduces siltation in water dams/pans.</li> <li>• Provincial administration –assets in the ensuring the act (cap 372)-contact person during project implementation (mobilization, construction)</li> </ul>

<b>3.3.4 Health</b>	
<p><b>SECTOR POLICY:</b></p> <p>Definition of main national and district sector policies</p>	<p>To improve and promote sustainable and affordable quality health care, through community participation by reducing health related problems affecting mainly women, children and other vulnerable groups, in collaboration with other partners, resulting in improved economic status of the people in Kilifi District</p>
<p><b>MAIN CHARACTERISTICS:</b></p> <p>Basic data of the sector describing the situation in the district</p>	<ul style="list-style-type: none"> <li>• <b>Basic data:</b> The district has 3 hospitals, Kilifi District Hospital, at the district headquarters, St. Lukes hospital in ..... and ..... in .....division. It has 5 (6 according to map) health Centers, one each in Bamba, Vitengeni, Ganze and Kikambala and two in Kaloleni 4(?) operating as full H/Cs and one as a dispensary. In addition to this, there are 21 (18 in map) dispensaries, one of which is not operational.</li> <li>• There are 6 private nursing homes 3 in Bahari, 3 in Kikambala and one in Kaloleni, and .....clinics. Most of the facilities re located in the coastal strip and Kaloleni Division, a few scattered in the middle zone and very few in the hinterland.</li> <li>• Disease incidence: Top five diseases in the district are malaria, RTI skin and diarrhoeal diseases and worms (need to provide pervasiveness by division)</li> <li>• Nutrition: information provided in graph, but no intra district variation provided</li> <li>• HIV/AIDS: To be provided later</li> <li>• MCH/FP: Only 11% of women deliver in hospitals. 89% attended to by TBA. This has led in some cases to increased rates of infant mortality and maternal deaths. Distribution of TBAs per division and location if possible should be provided and levels of training?</li> <li>• Family Planning: Not well accepted in district. Present growth rate.....% Population dynamics needed for further analysis of FPA.</li> <li>• Pit latrines and Drainage and Sewerage Coverage: Pit latrines:15% coverage in the hinterland and 65% in the coastal strip and Kaloleni. Link with high incidences of diarrhoeal diseases and worms.</li> <li>• IMR: Immunisation coverage only 45% (not broken down by division)</li> <li>• Main causes of morbidity, malaria, PCM URll diahorrea, int. worms NNT (not provided by division)</li> </ul>
<p><b>INSTITUTIONAL/ORGANISATION:</b></p> <p>Description of how the Government, NGO and Private sector are organised in the district</p>	<ul style="list-style-type: none"> <li>• <b>Government:</b> Organisation of the Health Department, no. of departments down to the sub-DDC level, staffing (administrative and technical), vehicles etc.</li> <li>• <b>NGO:</b> Total no. of NGOs in the sector, their location (division, location, sub location etc.); major NGOs and their impact.</li> <li>• <b>Private:</b> Private sector operators in the sector, area of operation and impact of major operators.</li> <li>• <b>Others:</b> Any other not mentioned above.</li> </ul>
<p><b>PAST PERFORMANCE:</b></p> <p>Assessment of the performance of the sector over the past 5 years.</p>	
<p><b>MAIN CRITICAL ISSUES:</b></p> <p>Description of the critical issues and problems of the sector:</p>	
<p><b>MAIN POTENTIALS:</b></p> <p>Potentials as defined in the Community Action Plans, etc.</p>	
<p><b>LINKAGES (OTHER SECTORS):</b></p> <p>Description of linkages to other sectors and organisations (if relevant)</p>	

<b>3.3.5 Education</b>	
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	Quality education for development. Education in Kenya must foster a sense of nationhood and promote national unity. It must also meet the needs of national development, individual development self-fulfilment, promote social equality, respect and development of culture heritage and must bring about International consciousness. In short, education is to prepare and equip the youth to be happy and useful members of Kenyan society.
<b>MAIN CHARACTERISTICS:</b>	<ul style="list-style-type: none"> <li>Teacher establishment and distribution, Pupil/Teacher ratio, Number of schools –pre-primary/primary/secondary/special/private, Availability of physical facilities – school plot/classrooms/latrines /teachers houses/furniture/textbooks, Examination results – K.C.P.E./K.C.S.E.</li> </ul>
<b>INSTITUTIONAL/ ORGANISATION:</b>	District Education Officer-District Inspector of Schools-Education Officers-Inspector of Schools-Head teacher-Deputy H/teacher-Senior teacher-Assistant teacher-Pupils. Pupils are also organised as: Head-boy-Assistant Head-boy-Prefect-Pupils
<b>PAST PERFORMANCE:</b> Assessment of the performance of the sector over the past 5 years, achievements and effects of the development work.	<p>The district has a total of 394 pre-primary schools, 230 primary schools and 30 secondary schools. The trends in distribution of schools by division over the last five years has been as increasing (decreasing or constant)</p> <p>The number of secondary schools has also increased by one from 1995 to 2000. Kaloleni Division has the largest number of secondary schools followed by Bahari, and Kikambala divisions.</p> <p><b>Pre Primary Schools:</b> By April 2000 there were a total of 22,505 children enrolled in pre-primary schools in the district. Out of this, 7,281 i.e. 3,811 boys and 3,470 girls were enrolled in Bahari Division (<i>further breakdown to present divisions required</i>), 5,786 or 3,139 and 2629 boys and girls respectively in Ganze and 5,332 boys and 4,124 girls or a total of 9,456 pupils in Kaloleni Division respectively. Most of the students are male i.e. 12,282 against 10,223 females.</p> <p><b>Primary Schools:</b> The total enrolment in primary schools in the district is 90,036. As with primary schools this also indicates a larger enrolment of males against females i.e. 51,747 against 38,289. The educational system begins experiencing dropout rate of 8%, or 7,203 pupils at this level. The majority of dropouts are boys.</p> <p><b>Secondary Schools:</b> There are a total of 7,316 students enrolled in secondary schools in the district, 4,307 males and 3,279 females. The 30 secondary schools are distributed in the divisions as follows: Bahari (4), Bamba (1), Chonyi (3), Ganze (2), Kaloleni (14), Kikambala (4), and Vitengeni (2) Out of the total enrolment of male and female pupils, indicated above, 1,390 males and 979 females have already dropped out of secondary schools. The present drop out rate (April 2000) indicates higher rates in Kaloleni Division than in the other divisions.</p> <p><b>Pupil Teacher Ratios:</b> The number total number of teachers in the district is 3,495. Out of this number, 531 are found in pre-primary, 2,530 in primary and schools 434 in secondary schools respectively. Compared with the total enrolment of student in schools the pupil/teacher ratios for pre-primary, 36:1 for primary and 42:1 respectively for secondary schools respectively 42:1. According to national averages for schools, this compares fairly well.</p>
<b>MAIN CRITICAL ISSUES:</b> Description of the critical issues and problems of the sector.	<p><b>Basic Issues Related to Target Groups</b></p> <ul style="list-style-type: none"> <li>Poverty, Ignorance, Poor attitude towards education, Sheer negligence, Heavy workload for pupils, Inadequate facilities</li> </ul> <p><b>Issues Related to Service Providers</b></p> <ul style="list-style-type: none"> <li>Shortage of teachers, Low work morale, Harsh working conditions/environment, Inadequate facilities, Lack of refresher courses for changing systems, Inadequate cooperation from school communities, Lack of transport for supervision by officers</li> </ul>
<b>MAIN POTENTIALS:</b> Potentials as defined in the Community Action Plans and those identified by the institutions and organisations	<p><b>Those identified by CAPs</b></p> <ul style="list-style-type: none"> <li>Availability of schools at close range, Fairly equipped schools, Suitability of livestock keeping in the drier areas of the districts, Willingness to learn and change, Community willingness to develop, Unexploited natural resources, Fairly adequate rains along the lower coast</li> <li><b>Those identified by institutions/organisations:</b> The average school going age is 6-7 years in Kaloleni Division and 9-10 years in Ganze Division respectively. Most primary schools have the basic equipment/facilities ranging from 60-90% provision, though they are in very poor condition. However secondary schools and pre-primary schools are very poorly provided and facilities are in pathetic condition. Most secondary schools lack science labs, teacher's houses, classrooms, dormitories and workshops.</li> <li>The average distance to schools range from 1-2km for the high potential area and 3-4km for the drier regions.</li> <li>Average performance in national exams, with slight improvements district wise but drops nationally over the last two years. Performance, enrolment and retention in schools under feeding programmes significantly improved.</li> <li>Provision of bursary funds increased marginally between 1998 and 1999. Significant impact (enrolment, completion etc)</li> </ul>
<b>LINKAGES (OTHER SECTORS):</b>	Collaboration with district works and other government departments, NGOs, donor organisations, especially for school construction/classrooms, furniture & equipment, textbooks and health improvement of school children

<b>3.3.6 Adult Education</b>	
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	Eradication of illiteracy through provision of basic literacy and post literacy skills, continuing and life time education geared towards self and national development, self fulfilment in life, integrated development programmes and promotion and fostering of our cultural heritage.
<b>MAIN CHARACTERISTICS:</b> Basic data of the sector describing the situation in the district	<ul style="list-style-type: none"> <li>• <b>Basic data:</b> The district has 115 adult education centres of which 37 are full time and 78 part time. These total enrolment by division and gender is follows: 572 in Kaloleni (96males and 476 females), 446 in Bahari (86 males and 360 females), 318 in Chonyi (34 males and 284 females), 200 in Bamba (5 males and 195 females), 195 in Vitengeni (19 males and 176 females), and 107 in Ganze (only one Male / Female enrolment therefore far outstrips male enrolment i.e. 1,725:251).</li> <li>• There are however more male that female adult educators. Out of 38 full time teachers in the district, 27 are male and 11 female while out of 78 part time teachers 48 are male and 29 female.</li> <li>• The adult literacy rate ranges from as low as 10.5% in Kaloleni to as high as 76.4% in Bahari Division. The average literacy level is however 44.9% which compares..... with the national average of..%.</li> </ul>
<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organised in the district	<ul style="list-style-type: none"> <li>• <b>Government:</b> The district has an adult education officer who is assisted by a deputy (D/DAEO). There are seven supervisors (AES) in the seven divisions. There are 115 teachers, 75 part time and 37 full time running 115 adult classes. Work closely with KDDP as part of the PID mobilisation process.</li> <li>• <b>NGO:</b> Close cooperation with World vision and also Bible translation &amp; literacy. Kenya Post Literacy Project (PLP GTZ assisted), Plan international</li> <li>• <b>Private:</b> No private organisation working with the department</li> <li>• <b>Other:</b> Work closely with Kenya Adult Learners Association</li> </ul>
<b>PAST PERFORMANCE:</b> Assessment of the performance of the sector over the past 5 years, achievements and effects of the development work.	<p>Need to be provided by centre, not for Adult Education Office. However learning materials are quite readily available. Basic literacy skills provision of post literacy skills, KCPE registration, establishment of community resource learning centres, initiation of income generating projects, community mobilisation for Community development projects through the Adult Education Community Based Programme, establishment and running non-formal education classes (NFE Programme)</p> <p>Activities are co-ordinated at the divisional level through adult education supervisors and other stakeholders, interested NGOs, Plan International, Department of Social Services and the Provincial Administration</p>
<b>MAIN CRITICAL ISSUES:</b> Description of the critical issues and problems of the sector. These should be described from the perspective of: <ul style="list-style-type: none"> <li>• Target group</li> <li>• Service provider</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Basic issues related to the target groups</b> <ul style="list-style-type: none"> <li>• low male enrolment</li> <li>• low general levels of literacy</li> </ul> </li> <li>• <b>Issues related to the service providers</b> <ul style="list-style-type: none"> <li>• inadequate operational funds</li> <li>• limited teaching staff</li> <li>• poorly remunerated staff</li> <li>• inadequate professional training particularly for part time teachers</li> </ul> </li> </ul>
<b>MAIN POTENTIALS:</b> Potentials as defined in the Community Action Plans and those identified by the institutions and organisations	<ul style="list-style-type: none"> <li>• <b>Potentials listed in the CAPs</b></li> <li>• <b>Those identified by institutions/organisations</b></li> <li>• Intensified networking and support of other stakeholders.</li> <li>• Encouragement of drop outs to re-enrol in classes and intensification of enrolment campaigns.</li> <li>• Improved staffing</li> <li>• Increased operational funds</li> </ul>
<b>LINKAGES (OTHER SECTORS):</b> Description of linkages to other sectors and organisations (if relevant)	The department collaborates with other sectors in the overall development of the district in the PID process initiated by KDDP

<b>3.3.7 Trade and Commerce</b>	
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	The objectives of the sector include: <ul style="list-style-type: none"> <li>• Improvement of the performance of upcoming businesses through provision of financial support and relevant business skills</li> <li>• Stimulation of growth in domestic production of goods and services together with the constraints facing the industrial sector, lack of operational and management skills</li> </ul>
<b>MAIN CHARACTERISTICS:</b>	The sector is well developed along the Coastal strip but there is little activity in the hinterland. The performances of the sector especially in small-scale enterprises have not been fully utilized. Most of the entrepreneurs have low capital bases and lack managerial skills thus hampering their performance.
<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organised in the district	<ul style="list-style-type: none"> <li>• <b>Government:</b> in the district two technical officers who are stationed at the district level represent the department. The officers serve the entire district from the central point and with extremely little support. The department has no vehicle and in almost cases relies on others</li> <li>• <b>NGO:</b> There are three NGOs in the district namely K-MAP (Kenya Management Assistance Programme), K-REP (Kenya Rural Enterprise Programme), Plan International (Micro –finance Scheme) these NGOs are mainly operating in Bahari and Kikambala divisions and have low impact to the traders. . .</li> <li>• <b>Private:</b> The major stakeholders in this sector are Kenya commercial bank Ltd, Barclays bank, Standard chartered, co-operative bank of Kenya, Kenya women finance trust, National council of Churches of Kenya and Micro –Enterprise Support Programme. The micro –enterprise support programme offers both financial and non-financial support to micro –enterprises through non – Governmental organisations.</li> <li>• <b>Others</b> are Kenya industrial and commercial development corporation (I.C.D.C), Trade development Joint Loan Boards (Ministry of Tourism, Trade and Industry)</li> </ul>
<b>PAST PERFORMANCE:</b>	
<b>MAIN CRITICAL ISSUES:</b> Description of the critical issues and problems of the sector. These should be described from the perspective of: <ul style="list-style-type: none"> <li>• Target group</li> <li>• Service provider</li> </ul>	<p><b>Basic issues related to the target groups</b></p> <ul style="list-style-type: none"> <li>• Marketing systems – there are no organised marketing systems in the district.</li> <li>• High cost of processing some of the local products e.g. fish, coconuts etc., as well as acquisition of processing machines cold storage inclusive for highly perishable products.</li> <li>• Access to information and markets (product development, prices, appropriate technology)</li> <li>• Access to technical as well as financial assistance.</li> <li>• The business enterprises often complain of poor road network as other infrastructure facilities which goes to increase the cost of doing business hence eating into the profit/earnings. This discourages investments.</li> <li>• Inadequate and poorly developed local raw materials.</li> <li>• Poor supportive services infrastructure including transport and storage facilities. For effective distribution of goods and services in the district.</li> <li>• Weak sub-sectoral associations (they lack homogeneity of membership &amp; commonality of goals.</li> </ul> <p><b>Issues Related to the Service Providers</b></p> <ul style="list-style-type: none"> <li>• Lack of transport vehicle for efficient and effective delivery of services and monitoring.</li> <li>• Lack of exposure to technologies necessary for effective planning and processing and also provision of the same for use by the communities or target groups.</li> <li>• Inadequate funding to meet operational costs. Funds allocated has never conformed to the duties /activities/tasks to be implemented.</li> <li>• Absence of an integrated approach to implementation of projects. In past as well as the present each sector has been carrying on their own without any collaboration with other stake holders</li> <li>• Lack of/inadequate/obsolete office equipment thus affecting effective delivery services.</li> <li>• Updating and acquisition of skills for enhanced performance of duties in order to cope with changing business practice in a liberalised environment. Equipping the field officers with advanced skills of business development.</li> <li>• Lack of proper and conducive working environment (office accommodation).</li> <li>• Service provision often affected due to weak institutional capacity of the intermediaries.</li> </ul>
<b>MAIN POTENTIALS:</b> Potentials as defined in the Community Action Plans and those identified by the institutions and organisations	<p><b>Export Processing</b></p> <ul style="list-style-type: none"> <li>• Fruits such as mangoes, papaws, oranges, pineapples, citrus fruits etc. can be processed and exported to earn foreign exchange. They can also be used for local consumption.</li> <li>• Marginal areas hides and skins can be processed as a value added before being exported.</li> <li>• Fish also can be processed for export and local consumption.</li> </ul> <p><b>Product Development and Marketing</b></p> <ul style="list-style-type: none"> <li>• There is need for further development obtained from the local raw materials. This will add value to the products and be able to meet the consumer's tastes as well as overcome stiff competition of products from other markets (countries).</li> </ul> <p><b>Formal and Informal Sector linkages:</b></p> <ul style="list-style-type: none"> <li>• Linkages formal/informal sectors (micro-enterprises) with small and large scale enterprises.</li> </ul> <p><b>Agro-Business Sector</b></p> <ul style="list-style-type: none"> <li>• This is one sector that has never been given much emphasis yet there is much potential for further development (agricultural raw materials).</li> </ul>
<b>LINKAGES (OTHER SECTORS):</b>	

<b>3.3.8 Local Authorities</b>																										
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	Kilifi Town Council: The council has employed 91 people and offers various types of services, which include solid waste management and conservancy, provision of market and bus parks, and rental housing. In 1998/99 financial year, the services cost the council Kshs. 7.58m. The revenue base is wide for the council but much comes from licenses, market fees bus parks as shown below:																									
<b>MAIN CHARACTERISTICS:</b> Basic data of the sector describing the situation in the district	<p><b>Performance for revenue generation for past 5 years</b></p> <table border="1"> <thead> <tr> <th>Source</th> <th>1995/96</th> <th>1996/97</th> <th>1997/98</th> <th>1998/99</th> </tr> </thead> <tbody> <tr> <td>Licences</td> <td>537,965</td> <td>683,772</td> <td>929,188</td> <td>1,091,175</td> </tr> <tr> <td>Market fees</td> <td>292,690</td> <td>465,595</td> <td>284,392</td> <td>542,345</td> </tr> <tr> <td>House rent</td> <td>nil</td> <td>nil</td> <td>198,200</td> <td>285,400</td> </tr> <tr> <td>Bus park</td> <td>416,650</td> <td>350,730</td> <td>215,760</td> <td>1,358,8</td> </tr> </tbody> </table> <p>The total amount of revenue has been increasing from Kshs 5.1 million in 1995/1996 and was Kshs 18.4 million in 1998/99 financial year. However much as the revenue goes to provision of services and other operation costs leaving very little for development. Over the years the expenditure has risen from Kshs 6.01million in 1995/96 to Kshs 16, million in 1999/2000</p>	Source	1995/96	1996/97	1997/98	1998/99	Licences	537,965	683,772	929,188	1,091,175	Market fees	292,690	465,595	284,392	542,345	House rent	nil	nil	198,200	285,400	Bus park	416,650	350,730	215,760	1,358,8
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<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organised in the district	<ul style="list-style-type: none"> <li>• <b>Government:</b> Provide data on the Department i.e. the number of sub-sectors, staff, level of representation (sub-district levels), vehicles etc.</li> <li>• <b>NGO:</b> There are 11 organisations that support the council in its activities. Out of the 11, seven are involved in training and awareness creation, while the other 4 provide loans/grants to self help groups. The council has prepared a five-year development plan. Disaggregate the data into No. of NGOs in the sector, areas of operation, and main NGOs and their impact in the district.</li> <li>• <b>Private:</b> No. of private sector stakeholders in the sector, areas of operation, main actors and their impact in the district.</li> <li>• <b>Others:</b> <i>Any other stakeholders who may have been left out.</i></li> </ul>																									
<b>PAST PERFORMANCE:</b> Assessment of the performance of the sector over the past 5 years, achievements and effects of the development work.	The total amount of revenue has been increasing/decreasing from Kshs.....in 1995/96 and was Kshs. 18.4 in 1998/99 financial year. However much as the revenue goes to provision of services and other operation costs leaving very little for development. Over the years, the expenditure has risen from Kshs. .... in 199 to Kshs. .... Against a revenue of Kshs. ....																									
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<b>3.3.9 Social Services</b>	
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	<ul style="list-style-type: none"> <li>• Provision of social services for betterment of community both collectively and individually. Objectives</li> <li>• Allow people to make their own decisions about their future.</li> <li>• Provide assistance to help them identify alternative open to them</li> <li>• Determine their collective need and plan how to solve their need.</li> <li>• The role of the department is partly stimulate, sensitise, educate, organise and co-ordinate activities that promote the communities ability to make informed decisions.</li> <li>• Encourage self-employment to the poor and self sufficient development</li> </ul>
<b>MAIN CHARACTERISTICS:</b> Basic data of the sector describing the situation in the district	<ul style="list-style-type: none"> <li>• The department carries out 6 programme: - community development, women in development, Youth development, social welfare and vocational rehabilitation programme's .the community development programme works through registered groups to perform community development activity. It is the major undertaking sector.</li> <li>• Through the programme the department supports self-help of the community, participatory leadership training and social development education.</li> <li>• <b>WOMEN DEVELOPMENT PROGRAMME:</b> The programme seems to uplift their living standards of women in the rural area by strengthen women groups leadership as involvement in development as IGAs, under the its gender as women empowerment component of the poverty eradication programme. The activities being undertaken by the women groups involves small scale business, Dairy, Poultry, Goat keeping, Posho Mills, Makuti Weary, Water Kiosk etc.</li> <li>• <b>YOUTH DEVELOPMENT PROGRAMME:</b> The establishment of NYDP brought with it an increase in the No. of youth group. Unfortunately, the groups could not be sustained and collapsed immediately they received the funds</li> <li>• <b>VOCATIONAL REHABILITATION PROGRAMME:</b> This programme aims at try and rehabilitating the physically disabled persons through the basic skills. The men if the department is to create awareness. Unfortunately most of trained disabled persons find it difficult to employment due to discrimination. Some have liased with the association for the physically disabled associations to receive loans for income generating activities.</li> <li>• <b>SOCIAL AMENITIES:</b> The Social amenities available in the District involve halls, Conference Centres, and stadium. However, most of them appear not to be to meet the of the District</li> </ul>
<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organised in the district	<ul style="list-style-type: none"> <li>• <b>Government:</b> Organisation of the Health Department, no. of departments down to the sub-DDC level, staffing (administrative and technical), vehicles etc.</li> <li>• <b>NGO:</b> There are a number of organizations doing community mobilization through the VDCS. These include Department of Social Services department of Agriculture, Water and Forest, NGO's COBA, MIDO, Plan International, AMREF, World Vision or though KDDP. There are 11 active NGOs in the District</li> <li>• <b>Private:</b> Private sector operators in the sector, area of operation and impact of major operators.</li> <li>• <b>Others:</b> Any other not mentioned above.</li> </ul>
<b>PAST PERFORMANCE:</b> Assessment of the performance of the sector over the past 5 years	The department has registered an increasing No. Between 1997 – 1999. These include self-help groups, women groups, and youth groups and disabled groups of these the no. of women groups registered In the department is 1350. Of these the number wit the higher women groups over the highest (1086) a well as the membership (27,822) most of the groups are concentrated in Kaloleni or Bahari.
<b>MAIN CRITICAL ISSUES:</b> Description of the critical issues and problems of the sector.	<p><b>Basic issues related to the target groups:</b></p> <ul style="list-style-type: none"> <li>• Socio-cultural issues e.g. early marriages, decision making done by men, no education of girls to high level.</li> <li>• Poverty level high</li> <li>• Climate harsh which does not favour agriculture</li> </ul> <p><b>Issues related to service providers:</b> No adequate funds for transport and other supporting facilities to reach target for education, monitoring and evaluation of community activities.</p>
<b>MAIN POTENTIALS:</b> Potentials as defined in the CAPs, etc	
<b>LINKAGES (OTHER SECTORS):</b>	Work closely with government departments Non-governmental organisations and community based organisations.



<b>3.3.10 Cooperatives</b>																									
<p><b>SECTOR POLICY:</b></p> <p>Definition of main national and district sector policies</p>	<p>To facilitate the creation of commercial, autonomous and member based cooperative organisation. Therefore the sub-sector's role is regulatory and facilitative in nature aimed at creating a conducive environment for development of a self sustained cooperative movement</p>																								
<p><b>MAIN CHARACTERISTICS:</b></p> <p>Basic data of the sector describing the situation in the district</p>	<p>Sub sector corresponds to the varying agricultural activities and infrastructure within different agricultural zones of the district. Thus there is little active in the dry hinterlands. There are a total of 56 registered cooperatives registered in the table below.</p> <table border="1" data-bbox="517 539 1235 734"> <thead> <tr> <th>Category</th> <th>Active</th> <th>Dormant</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Savings and Credits</td> <td>12</td> <td>10</td> <td>22</td> </tr> <tr> <td>Dry Produce Marketing</td> <td>3</td> <td>7</td> <td>10</td> </tr> <tr> <td>Kilifi District Cooperative Union (KDCU)</td> <td></td> <td>1</td> <td>1</td> </tr> <tr> <td>Housing</td> <td>1</td> <td>22</td> <td>23</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> <td><b>56</b></td> </tr> </tbody> </table>	Category	Active	Dormant	Total	Savings and Credits	12	10	22	Dry Produce Marketing	3	7	10	Kilifi District Cooperative Union (KDCU)		1	1	Housing	1	22	23	<b>Total</b>			<b>56</b>
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<p><b>INSTITUTIONAL/ORGANISATION:</b></p> <p>Description of how the Government, NGO and Private sector are organised in the district</p>	<ul style="list-style-type: none"> <li>• <b>Government:</b> The department mainly provides cooperative extension services and advise the movement on cooperatives policy. The three (3) technical staffs provide this. There are serviceable vehicle and two motorbikes to undertake their duties.</li> <li>• <b>NGO:</b> Currently there are no NGOs operating in this sector.</li> <li>• <b>Private:</b> Apart from the registered cooperatives there are not any private stakeholders</li> </ul>																								
<p><b>PAST PERFORMANCE:</b></p> <p>Assessment of the performance of the sector over the past 5 years, achievements and effects of the development work.</p>	<p>The sub sector trend of performance and growth could be ranked on the value of annual share capital, investment and turnovers as reflected in the table below.</p>																								
<p><b>MAIN CRITICAL ISSUES:</b></p> <p>Description of the critical issues and problems of the sector. These should be described from the perspective of:</p> <ul style="list-style-type: none"> <li>• Target group</li> <li>• Service provider</li> </ul>	<p>Target Groups: Lack of economic member participation especially in dry produce marketing societies whose average share capital per member has been lying at Kshs. 20.00. This has led to less business aggressiveness by the societies. Service provider: There is less resource allocation to enable reach out to the societies for extension purpose.</p>																								
<p><b>MAIN POTENTIALS:</b></p> <p>Potentials as defined in the Community Action Plans and those identified by the institutions and organisations</p>	<p>With improved infrastructure and marketing channels whereby there ready and available market outlets [ eg. Processing factories] and renewed business aggressiveness of the societies could revamp the marketing co-operatives</p>																								
<p><b>LINKAGES (OTHER SECTORS):</b></p> <p>Description of linkages to other sectors and organisations (if relevant)</p>	<p>Mostly marketing societies deal with mainly agricultural products thus the sector collaborates closely with Agriculture and Livestock departments.</p>																								

<b>3.3.11 Lands and Settlement</b>											
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	<ul style="list-style-type: none"> <li>• <b>Improvement of land tenure through adjudication, survey, registration and issuance of Title Deeds.</b></li> <li>• <b>Land use planning by providing spatial framework within which development activities can be harmoniously undertaken*</b></li> <li>• <b>Provision of Settlement and Development loans. Settlement of any disputes that arise in the course of development of Land as a Resource</b></li> </ul>										
<b>MAIN CHARACTERISTICS:</b> Basic data of the sector describing the situation in the district	<ul style="list-style-type: none"> <li>• <b>A total of 33 schemes (sections) are registered to-date, covering 1279527.00 hectares with a total of 219435 Titles.</b></li> <li>• <b>Additional 52,551.20 hectares of land is at various stages of land processing in the District and by the end of the year a total of 525.20 hectares of land will be registered and 472 Title Deeds prepared. The sector covers only Trust-land and Government Land.</b></li> </ul>										
<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organized in the district	<ul style="list-style-type: none"> <li>• <b>The Ministry of Lands and Settlement is represented in the District by four technical departments of Land, Survey Land Adjudication and Settlement and, Physical planning.</b></li> <li>• <b>Of the four Technical Departments, only Land Adjudication and Settlement is represented at the sub-location level.</b></li> </ul>										
<b>PAST PERFORMANCE:</b> Assessment of the performance of the sector over the past 5 years	<p>The following sections have been registered in the district over the past five years.</p> <table border="1"> <thead> <tr> <th>SECTION</th> <th>Nr. OF TITLE</th> </tr> </thead> <tbody> <tr> <td>Mwezangombe</td> <td>86</td> </tr> <tr> <td>Kibarani</td> <td>1094</td> </tr> <tr> <td>Kidutani</td> <td>301</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>1,481</b></td> </tr> </tbody> </table>	SECTION	Nr. OF TITLE	Mwezangombe	86	Kibarani	1094	Kidutani	301	<b>TOTAL</b>	<b>1,481</b>
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<b>MAIN POTENTIALS:</b> Potentials as defined in the Community Action Plans and those identified by the institutions and organisations	<p>Better Trained Staff: A successful land Adjudication/Settlement Programme depends on an array of talents; - planners, surveyors, Settlement Social Workers and even Lawyers.</p> <p>Consumer Awareness: Civil Service Reform Programme:</p> <p>More Enlightened Target Groups,</p> <ul style="list-style-type: none"> <li>• Unlike in other Areas where 90 out to Educate the Public, on the benefits of Land Adjudicating Land owners in Kilifi are already aware and actually individual groups do come directly.</li> </ul>										
<b>LINKAGES (OTHER SECTORS):</b> Description of linkages to other sectors and organisations (if relevant)	<ul style="list-style-type: none"> <li>• Provincial Administration., This department is very helpful in our contact with the community especially at sub-location level. In fact it is our community mobilizer The District Commissioner is the Chairman of both the District Settlers Selection committee where the D.L.A.S.O, is the secretary.</li> <li>• The members of District Arbitration Board who deliberate and decide Arbitration Board Appeals are actually appointed by the Provincial Commissioner.</li> <li>• -Land Adjudication and Settlement Programmes are complementary services to the Ministry of Agriculture; Most of the Land is Agricultural Land.</li> <li>• The Department of Land Adjudication/Settlement gets specification and measurements of all classes of Roads it proposes from the Chief Engineer of Roads Ministry of Public Works.</li> </ul>										

<b>3.3.12 Tourism and Wildlife</b>	
<b>SECTOR POLICY:</b>  Definition of main national and district sector policies	
<b>MAIN CHARACTERISTICS:</b>  Basic data of the sector describing the situation in the district	<p>Tourism is a major economic activity in Kilifi district although it is not attached as much importance as in Malindi district. There are 50 registered tourist hotels in the district of which only 5 are classified.</p> <p>Most beach hotels tend to be concentrated in Kikambala area since the rest of Kilifi coastline is rugged.</p> <p>Most tourists to Kilifi are on transit to Malindi or Mombasa. The major tourist attractions in Kilifi district are: Mnarani ruins, Jumba la Mtwana, Kenya Marineland, Arabuko Sokoke, forest, Kaya forests, The sandy beaches</p>
<b>INSTITUTIONAL/ORGANISATION:</b>  Description of how the Government, NGO and Private sector are organised in the district	<p>The ministry of Tourism, Trade and Industry has 5 tourist offices in Coast Province: Kwale, Voi, Mombasa, Lamu and Malindi. The Mombasa Tourist Office acts as the provincial office and it co-ordinates the activities of the other offices in Coast province. The Malindi Tourist Office handles all the tourism affairs in Kilifi district.</p> <p>Due to the nature of our work, the ministry liaises with other stake holders in the tourism industry like;</p> <ul style="list-style-type: none"> <li>o Mombasa and Coast Tourism Association</li> <li>o Kenya Association of Hotelkeepers and Caretakers</li> <li>o Fisheries department Kilifi</li> </ul>
<b>PAST PERFORMANCE:</b>  Assessment of the performance of the sector over the past 5 years, achievements and effects of the development work.	<p>Tourist receipts were highest in 1995 after which it has been declining steadily over the years. The main reasons for the decline were:</p> <ul style="list-style-type: none"> <li>o The Likoni clashes of 1997</li> <li>o The insecurity that rocked Kilifi district in 1999</li> <li>o Poor infrastructure</li> <li>o Decline in standards of hospitality resorts</li> <li>o Harassment of tourists on the beaches</li> <li>o Lack of serious marketing on the part of hotel community</li> </ul> <p>Average bed occupancy statistics for hotels in Kilifi district reveal that tourism is on an upward trend this year as opposed to last year.</p>
<b>MAIN CRITICAL ISSUES:</b>  Description of the critical issues and problems of the sector. These should be described from the perspective of: <ul style="list-style-type: none"> <li>• Target group</li> <li>• Service provider</li> </ul>	<p>The main issues to be addressed if tourism is to grow in Kilifi district are:</p> <ul style="list-style-type: none"> <li>o Insecurity: Security must prevail in the district if tourism is to grow.</li> <li>o All-inclusive club: The growth in all-inclusive clubs concept in Kilifi district is encouraging tourist with a low revenue base. Such tourists do not offer much economic returns to the economy.</li> <li>o Private villas; some foreign owned private houses/cottages though unlicensed, are taking clients who might otherwise have benefited the hotels.</li> <li>o The ruggedness of the district coastline prevents development of additional beach hotels for tourism purposes.</li> <li>o Harassment of tourists by beach operators: Modalities are being worked on for relocating all the beach operators away from the beaches to a central market.</li> <li>o Lack of adequate publicity on the tourism situation in the district. Many tourists are hence unaware of what the district has to offer.</li> </ul>
<b>MAIN POTENTIALS:</b>  Potentials as defined in the Community Action Plans and those identified by the institutions and organisations	<p>Potential tourism resources in the district include:</p> <ul style="list-style-type: none"> <li>o Creating cultural centres where the local people can exhibit their cultures.</li> <li>o Encouraging rural tourism where the available villas can be licensed and used to accommodate tourists at a fee. These villas, if locally managed, would ensure that benefits trickle to the local population.</li> <li>o Promoting agro tourism using the sisal plantations of Vipingo Estate.</li> <li>o Encouraging adventure tourism in the Arabuko Sokoke forest</li> </ul>
<b>LINKAGES (OTHER SECTORS):</b>	<p>The ministry liaises closely with the hoteliers, tour operators, curio vendors, boat operators, boutique owners and government departments operating in the spirit of concerted effort in addressing the tourism phenomenon.</p>

<b>3.3.13 Energy and Telecommunications</b>	
<b>SECTOR POLICY:</b> Definition of main national and district sector policies	
<b>MAIN CHARACTERISTICS:</b> Basic data of the sector describing the situation in the district	
<b>INSTITUTIONAL/ ORGANISATION:</b> Description of how the Government, NGO and Private sector are organised in the district	
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<b>LINKAGES (OTHER SECTORS):</b> Description of linkages to other sectors and organisations (if relevant)	

### 3.4 National policies and strategies

The following broad policies and strategies have been extracted from several documents, most notably from the Interim Poverty Reduction Strategy Paper. Not all policies and strategies have been duplicated here since some of them are too detailed for inclusion in this document.

**Good governance:** There is visible progress in the area of governance, so that an enabling environment for the private sector is put in place a public sector is put in place and public resources (at the central Government and local authority levels) are effectively allocated toward improving infrastructure and security, while decisively addressing health and education priorities of the population

The approach focuses on (i) enhancing accountability and transparency (ii) strengthening oversight bodies (iii) strengthening budget planning and execution (iv) changing the incentive mechanisms faced by potential participants in corruption and (v) removing rent-seeking opportunities.

**Improved resource allocation:** The allocation of resources is improved through an acceleration and broadening of the scope of structural reform, including improving the regulatory environment affecting the priority area of agriculture which has direct implications for poverty alleviation; and

**Facilitation of private sector:** The Government's pro-active role in facilitating the expansion of the private sector and assisting the private sector gain access to export markets and attract foreign investment is enhanced.

**Improved fiscal management:** While higher growth is a necessary condition for increasing employment opportunities and reducing poverty, specific policies, such as reprioritising and enhancing the efficiency of public expenditure, particularly in the social areas, security, and infrastructure, as well as gradually building a well-targeted social safety net, are needed to ensure *inter alia* that the benefits of growth will reach all parts of society, and especially the weaker ones. The role of monetary policy over the MTEF period would be to maintain an inflation rate below 5 percent by adhering strictly to the quantitative targets of the Central Bank's monetary program (see annex 6), as this would best serve the goal of sustainable growth resumption. In this context, the Central Bank will continue to let markets determine interest rates and the exchange rate.

**Tax reforms:** The Government will continue its ongoing efforts to reform the tax and fee system in order to improve the investment environment, reduce - where possible - the tax burden on the economy, and improve the fairness of the system, including widening the tax net to bring in those evading taxes and by shifting the tax burden in various ways away from the poor.

**Effective community participation:** In order to ensure that all Kenyan citizens participate in the development of the economy, it is necessary to identify appropriate spatial strategies. These must contribute to balanced development, which will reduce inequalities of access and opportunity, whether based on location, sex or occupation.

**Roads:** strict and transparent contracting procedures; quality inspection; prompt auditing and accounting for road maintenance funds; improved payment and disbursement systems; strict adherence to specified standards; strengthening the capacity of implementing agents; and blacklisting defaulters and non-performing contractors.

Give priority to routine maintenance of the classified network, focus on periodic maintenance of the main truck roads and provide basic access by spot improvement of unpaved feeder roads. In areas where labour intensive techniques are appropriate, especially in rural and minor feeder roads, the Government will sub-contract maintenance to communities which will use labour intensive methods. Emphasis will also be on construction and maintenance of rural tracks and footpaths that will increase rural access to service and market centres.

**Energy:** The Government's sector development priorities include measures to shift the pattern of energy consumption towards modern forms of energy, in order to protect the environment. Efficient energy appliances (stoves, etc.) that encourage environmentally sound resource exploitation and promote better health among the population.

**Telecommunications:** The Government has enacted the Kenya Communications Act 1998 to allow private sector participation and attract investments, drive down prices and catalyse the rapid expansion of the cellular subscriber base, and improve telephone density. There are plans to reduce tariffs for international services by 18 percent during the next financial year and provide additional payphones in all urban, market and rural centres.

**Development of Water Supplies in rural, urban and peri-urban areas:** Current Government policy is to withdraw from direct involvement in the implementation and management of water schemes and instead, hand them over to communities, local authorities and other service providers.

**Education:** The Government's highest priority will be to improve access to basic education and will start pursuing the target of Universal Primary Education (UPE) by lowering costs borne by parents

The Government in collaboration with NGOs and other development partners will supplement communities' efforts to increase the provision of textbooks

Bursaries will be provided for school children from poor households to cover user charges. Bursaries will also be expanded with improved targeting and special emphasis on girls. At the tertiary level, loans and scholarships will be provided for outstanding students from poor households targeted to specific degree programs in high demand by the economy.

**Population:** The Government will continue its efforts to reduce the high rate of population growth from the current 2.4 to 2 percent in the medium term.

**Labour and Employment:** there will be a shift towards jobs creation and improvement in the productivity of labour. Basic rights of all segments of society to work irrespective of sex, age and geographic location will be respected.

**Agriculture:** Building an effective and efficient participatory extension and technology delivery service; (ii) undertaking affirmative action in agriculture by facilitating participation of women; (iii) establishing efficient rural finance and credit supply system for smallholders and rural primary agro-processors; (iv) ensuring policies, institutional and legal frameworks are investor friendly; (v) implementing sound land use, water and environmental policies; (vi) facilitating long term investments in farm improvement; (vii) protecting water catchment areas by developing forest plantations; and (viii) improving the governance of the co-operative sector by empowering farmers. To address specific problems of ASAL areas livestock marketing needs to be improved and small-scale irrigation investments undertaken in poverty-stricken areas.

The role of Government in encouraging growth in the rural sector would be redirected towards fulfilling those functions, which are truly public goods. In particular it would strive to provide better research/extension linkages and which are seen as the main way of supporting effective increases of smallholder maize and traditional crop production, which is undertaken mainly by the rural poor. It would also set policies to create an enabling environment which encourages investment and trade, thereby leading to job creation, which would also be of direct benefit to the poor.

**Forestry:** (1) encouraging farmers to increase and maximise structures for forest products (2) promotion and development of non-timber forest products, (3) protect and enhance water, soil and biodiversity conservation, (4) create clear incentives for the increased production of forest raw material for forest based industries, (5) provide a framework for the development of working partnerships with NGOs, private sector and other stakeholders.

**Law and order:** Security/protection of life and property, Promote the administration of justice and the rule of law, Review, harmonize and enforce laws especially laws relating to commerce and industry, criminal and civil procedures, gender and family protection, vulnerable groups, land, agriculture, water and environment. Protect, conserve and provide for sustainable use of natural resources, zero tolerance of corruption by eliminating all systems, rules, and environments that perpetuate and encourage corruption.

**Gender:** the Government will therefore review and release the National Gender Policy and set in motion necessary steps to implement its recommendations. The objective of this Policy is to guide mainstreaming of gender in all areas of development. In regard to the land rights, the newly appointed Land Law Commission will address this issue.

### 3.5 Existing cross-sectoral analysis (caps, visions, needs surveys etc)

**Number of communities:** Since the inception of Participatory Integrated Development Process/Approach in Kilifi in 1994, more than 100 communities have been facilitated through the approach/process. The approach takes communities through a five-phase process where communities are empowered to identify, plan, implement and evaluate their needs. Currently more than 500 projects have been identified of which 96 projects have been completed, 70 on-going and more than 200 projects in planning stage.

**Table 5: Result of the analysis of a sample of 72 CAPs in Kilifi district**

Sector	Kaloleni		Vitengeni		Chonyi		Bahari		Bamba		Ganze		Kikambala		District Total	
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank
Education	28	1	35	1	52	1	28	1	24	2	30	1	19	3	30	1
Water	25	2	23	2	30	2	7	6	27	1	19	3	38	1	23	2
Health	13	4	15	4	15	3	12	4	20	3	11	5	10	4	14	3
Roads	12	5	16	3	0		9	5	12	5	25	2	24	2	14	4
Agriculture	14	3	10	5	3	4	15	3	16	4	15	4	0		13	5
Trade	7	6	1	6	0		17	2	1	6	1	6	10	4	5	6
Energy	0	11	0	7	0		5	7	0	7	0	7	0	6	1	7
Security	1	7	0	7	0		1	10	0	7	0	7	0	6	0	8
Forestry	0	10	0	7	0		4	8	0	7	0	7	0	6	0	8
Communication	0	8	0	7	0		2	9	0	7	0	7	0	6	0	10
Fisheries	0	9	0	7	0		1	10	0	7	0	7	0	6	0	11

**Main priorities:** The analysed data shows that **basic infrastructure** constitutes more than 60% of the identified needs in the District. **Production related needs ranks poorly** and this calls upon the need for further probing to re-orientate the community's thinking towards considering production related needs as important. Production related projects would generate income and significantly contribute to establishment and maintenance of basic social infrastructure.

#### Zone 4:

- **Priorities:** In zone 4, which constitutes more than 40% of the sampled communities (i.e. divisions located in the hinterland of the District such as Bamba, parts of Vitengeni and Kaloleni), water for domestic and livestock use takes more than 25% of the communities listed needs. The availability of water has a strong bearing to other basic requirements like food health and education. Communities searching for water spend most of the time. Education as an important aspect of human life is also prioritised highly (>30%) in majority of communities in this zone. Families from these communities with their meagre income are required to contribute as per policy to build and equip their schools with necessary learning facilities. This drains away their income denying them access to other essential services like food and health. Furthermore, the available health facilities are far away, denying the already impoverished people access to timely and appropriate medical services.
- **Production related needs:** which include food production, livestock farming and access to market centres ranks a poor fourth and fifth. The unfavourable climatic conditions in this zone make conventional farming almost impossible. Roads are poor and in some places they exist only as footpaths. Lack of passable roads in the area hamper potential businesspersons from establishing shops and other related merchandise. Incidences of charcoal burning and sale of wood is frequent as this is the only major source of income depleting the woodlands.
- **Scattered settlements – high unit costs in zone 4** Situations in these parts of the district are made worse by the human settlement. The population density is low (29 persons/Km<sup>2</sup>) and they also live scattered throughout the area making the unit cost for establishment and maintenance of any community socio-economic facility very high.

#### Zones 1 and 2:

- **Priorities:** Zones 1 and 2 are located along the Mombasa-Nairobi road and the coastline, the most identified and prioritised projects are both infrastructure and income generating. The projects in the field of water, education and roads register highly on the priority list but with emphasis on improvements rather than establishments. The main projects identified in water include the water pipeline, extension and cleaning of water points. In education and roads, the main projects prioritised include equipping and extending schools and murraming access roads respectively. In this region

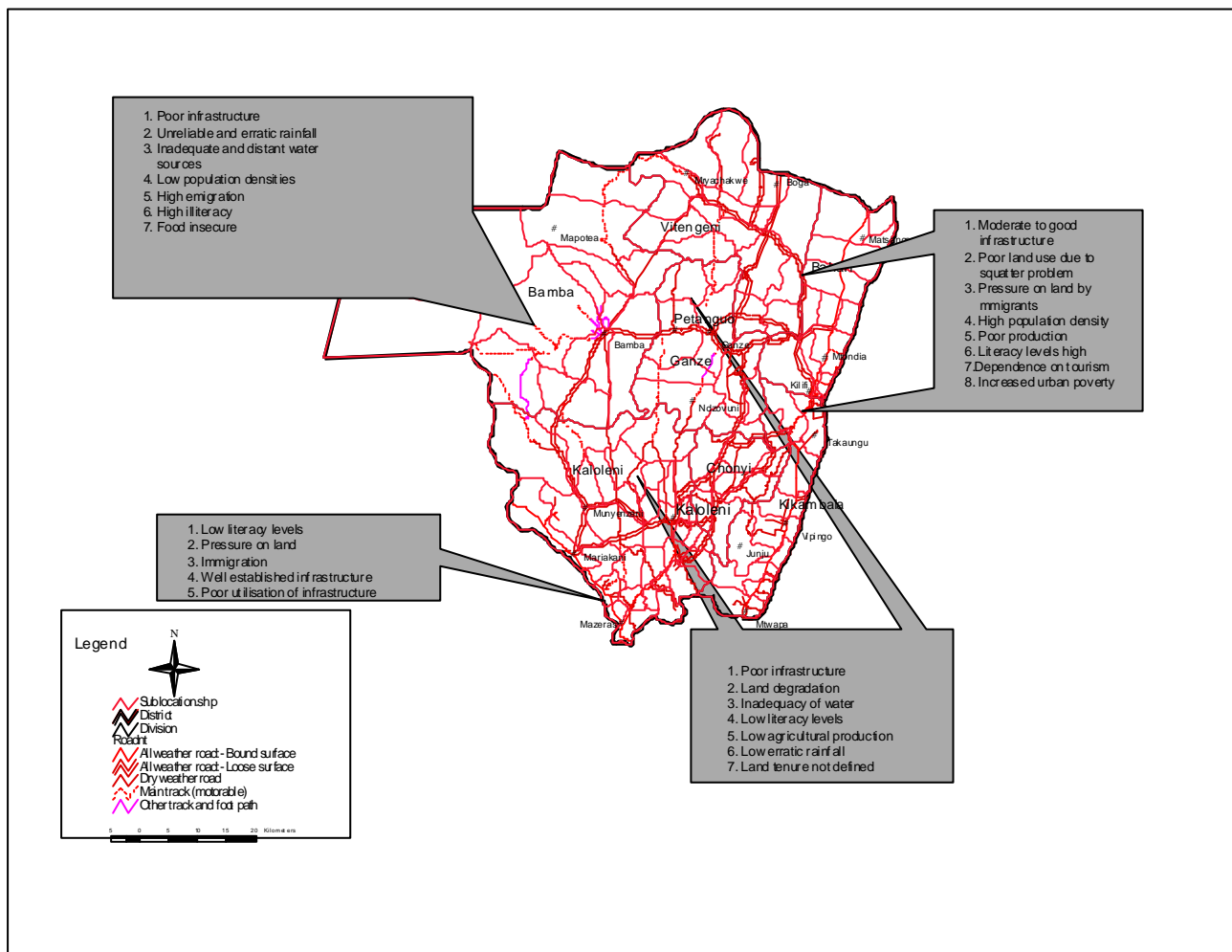
more needs in the field of intensive farming (e.g. dairy farming and poultry), communication, power supply and processing are also identified.

- **Dense settlements – lower unit costs:** Population densities in this region are high (278 and 331 persons per Km<sup>2</sup> for zone 1 and 2 respectively), giving a higher value to any economic investment made in the region.

**Zone 3:**

- **Priorities:** Zone 3, which constitutes 30% of the sampled communities forms a corridor between the other three zones, communities identify priorities on basic infrastructure, agriculture and income generation. The population density (75 persons per square kilometre) in this zone is modest.
- **Less dense settlements – higher unit costs:** Similarly to zone 4, the low population densities mean that the unit costs for infrastructure provision will be higher. However, since the area is expected to act as a buffer between the other zones, the costs will come down as more people migrate into zone 3. With greater use being made of the land that is not be used intensively at present, the population densities will be expected to rise.

**Figure 6: Spatial distribution of main developmental problems in the district**





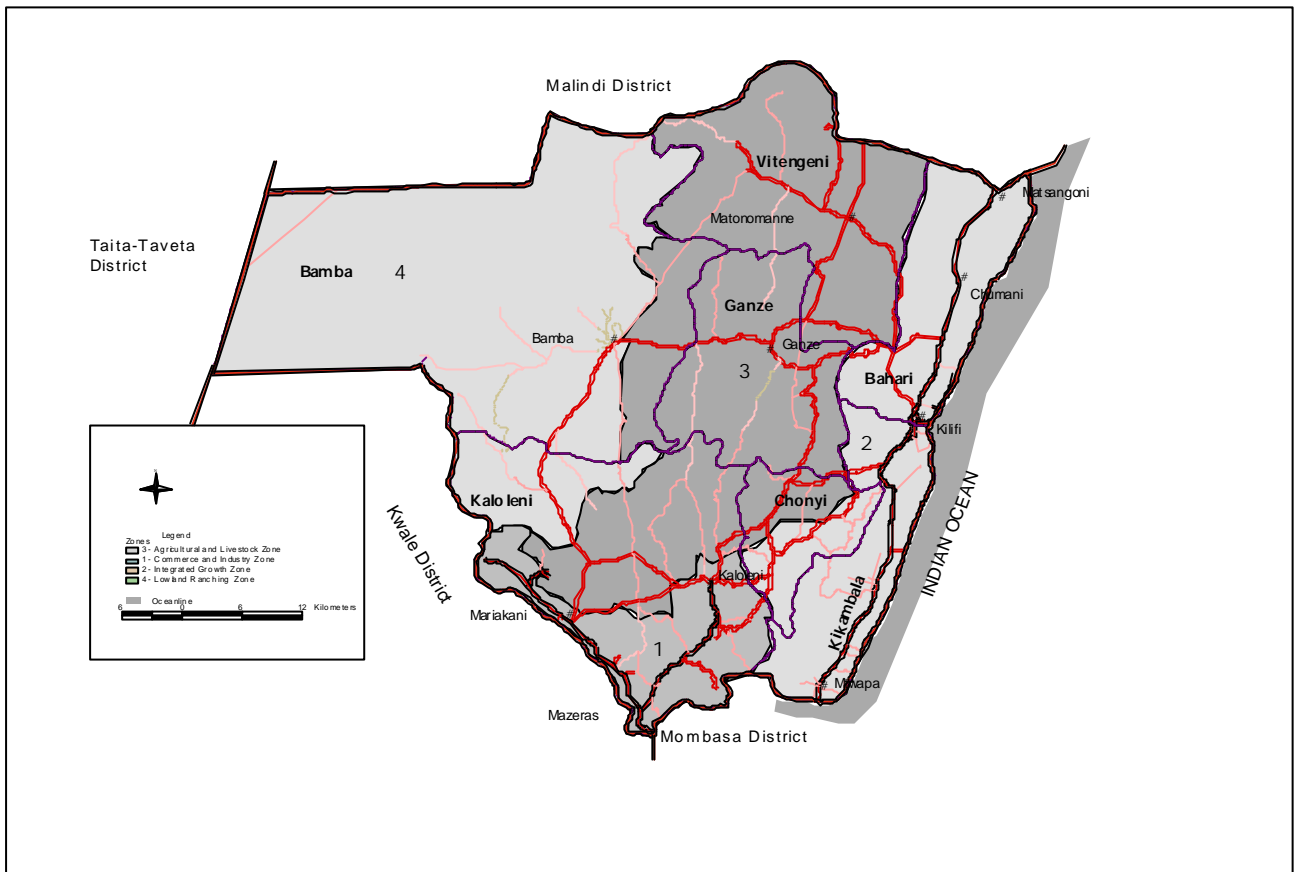


The AEZ's do not include other features that are of importance for the development of the district, including such aspects as fisheries, forestry, and tourism development as well as other important trade activities that are of particular relevance in the district. As a result of the above mentioned weaknesses a new zonation of the district has been undertaken using the following criteria (the availability of a Geographical Information System (GIS) considerably eased the task of defining the zones):

- Agro-ecological zones (AEZ)
- Population densities
- Economic activities
- Infrastructure (incl. major roads, electricity, water and telecommunications)

#### FOUR NEWLY DEFINED DEVELOPMENT ZONES:

1. **Industrial / commerce growth zone:** is basically a small zone located in the southern tip of Kaleloni division. Dominant feature of the zone include the commercial and industrial activities along the Mombasa-Nairobi highway and along the Mazaras-Kaloleni road. Population densities have already reached 331 persons/km<sup>2</sup> in the area and strong in-migration has added to the densities over the past few years. Expected densities in 2015 will be 551 persons /Km<sup>2</sup> (excluding in-migration). A well-developed infrastructure base and easy access to Mombasa ensures that good marketing opportunities exist along this growth zone. Much of the growth over the past few years has been uncontrolled. Both the formal and informal sector activities are of importance in the area and are the main reasons why there has been an economic boom in the area.
2. **Integrated growth zone:** is located primarily in Bahari, Kikambala and parts of Chonyi divisions. Four key features stand out in the growth zone: high population densities (278 persons/km<sup>2</sup> in 1999 and 432/Km<sup>2</sup> in 2015), good infrastructure, proliferation of commerce and trade activities (especially tourism), good fisheries and marine activities and good average rainfall patterns (900-1200mm/year) coupled to good soils. The area includes the AEZ CL3 and CL4 and CL3-4. The zone follows the main road from Mombasa to Malindi where most of the commercial, trade and service industries, including some factories, agro-processing are located. Growth spillover from Mombasa can be seen in the area around Mtwapa where recent informal sector activities have grown dramatically.
3. **Agricultural-Livestock zone:** is located in Vitengeni, Ganze and parts of Kaloleni and Chonyi divisions. The zone is sandwiched between the integrated growth zone and the lowland ranching zone. Good rainfall patterns with an average annual rainfall of 700-900mm/year coupled to the fact that the area falls into the AEZ CL3 and CL 34 means that the area offers good opportunities for agriculture. The vicinity to the main Mombasa-Malindi road also ensures that agricultural products can be transported with relative ease to the potential markets in Mombasa and to the tourism hotels located along the coast. Low population densities of only 75 persons /Km<sup>2</sup> in 1999 are only expected to rise to a modest 126 by the year 2015. Access to good agricultural land and land-ownership issues are currently hampering further rapid development of the area. The zone offers a good opportunity to act as a buffer zone between the lowland ranching zone and the integrated development zone, especially if currently uncultivated land can be accessed and used more intensively.
4. **Lowland ranching zone:** is located mainly in Bamba and parts of Kaloleni division. The zone has low rainfall patterns, with annual average rainfall of 350-700mm/year. The zone also has a very low population density with only 29 persons /km<sup>2</sup> in 1999 and the expectation is that it will only reach 48 persons /Km<sup>2</sup> by 2015. One of the main features of the zone is that it has always had poor natural conditions (i.e. soils, water availability and other natural factors). This fact is reflected in both the population densities and the limited agricultural activities possible in the area. As a result of this only limited investments have been undertaken as far as roads and water supply are concerned, the area has a very poor infrastructure base. Poor roads, inaccessibility of many of the areas, the fact that there is no rural electrification and minimal telecommunications facilities are all signs that few investments have taken place in the past and the economic viability of undertaking these in future needs to be carefully considered. The carrying capacity of the area as far as the limited agricultural and livestock activities are concerned also has to be seen as a factor limiting the growth potential of the zone. Nevertheless, the zone is an important livestock production area.

**Figure 8: Kilifi District development zones**

When examining the population distribution it is worth noting that the main population densities concentrate almost in a “V”-shape that is along the main roads leading from Mombasa to Nairobi and Malindi with a deviation along the road to Kaloleni. The development zones as defined above are designed to develop the visions and main development strategies for the district and will also enable planners to spatially disaggregate the plans accordingly.

#### 4.2 Linkage between the development zones and inter-sectoral issues (PRSP)

Central objective of a dynamic analysis is to determine the various developmental options possible in the district based on mainly existing secondary data. The dynamic analysis strives to link the known problems and potentials, population densities, socio-economic activities and other developmental factors with projections and developmental scenarios. The dynamic analysis makes use not only of specific methods such as scenarios and projection techniques but also relies heavily on the creative ability of the planning team. Many of the “visionary” aspects contained in the dynamic analysis rely on good projections of the available data as well as on information of feasible development opportunities. In order to ensure that a linkage exists with the planning at the national level, the dynamic analysis was guided by the new Poverty Reduction Strategy Paper in which the following sector policies and priority areas were identified: i) physical infrastructure, ii) human resource development, iii) agriculture and rural development, iv) tourism, trade and industry, v) public administration, vi) public safety, law and order.

The dynamic analysis undertaken for Kilifi district has considered the above aspects, whereby the latter three issues have only been partially integrated. There is little doubt that poor governance is a significant factor contributing towards the poverty problems in the country. Unless these issues are also addressed the other measures undertaken to combat poverty will have little or no long-term effect. Good governance is a fundamental building block of a just and economically prosperous society and, therefore, is an essential component of action to reduce poverty. The following categorization was used for the dynamic analysis:

- Natural resources (water, fishing, forestry, minerals, etc)
- Agriculture and rural development
- Infrastructure
- Commerce and trade and tourism
- Labour and human resources

#### 4.2.1 Natural resources

**Large variations:** Kilifi district has a large variation of natural resources ranging from fishing and marine products, through to diverse land resources (agriculture, forestry, coral stones for building and cement production). Uneven spread of these resources is one of the reasons why the district has developed differentially.

**Human intervention:** has negatively impacted on the natural resources and has proved to be the cause of numerous different effects, including:

- **Land pressure** has been already noticed on arable land especially in zone 1 & 2. rapid development of unplanned settlements, particularly along the main roads takes away valuable cultivation land. Proliferation of illegal land allocation has further aggravated the problem and has led to the rapid increase in land value in and around the urban areas.
- **Poor water facilities** in zone 3 & 4 are currently not meeting the communities' drinking water needs and requirements both in terms of quantity and quality. In zones 3 and 4 the communities also have to travel considerable distances to the nearest water points. Limited water supplies are also an issue as far as animal husbandry is concerned in zone 4. On the other hand, zones 1 and 2 have relatively good supplies of safe drinking water.
- **Reduced soil fertility** through constant use of land for farming activities has resulted to reduced soil fertility, often this has led to soil erosion taking place due to poor agricultural practices.
- **Encroachment** of the forested areas in zone 1 & 3 is evident, mainly due to landless people searching for ways to produce food for their own consumption. Illegal logging / charcoal burning is already a threat to the environment and more so to the forests. On the other hand, increased demand for forest products has also helped to stimulate the development of private woodlots and agro-forestry.
- **Strong environmental degradation** has been detected, especially in the areas where murrum and coral block extraction is taking place.

When projecting the population figures 10-15 years ahead, the pressure on the natural resources is likely to increase dramatically (compare table 1 and 4). The following effects are expected:

- **Considerable increase in land pressure** will take place in zones 1 & 2 and to a lesser extent on zone 3 this will further reduce the poor peoples' access to basic production resources, which will drive them further into poverty and increase disparities.
- **Unchecked in-migration** will add to the land pressure in zone 3, particularly as the population density rises in zone 4, which has already reached its carrying capacity limit.
- **Increased demand for water** will continue unabated with unequal consumption patterns developing between the more developed and less developed areas. This will add to the already existing strain on the natural resource "water".
- **Pressure will mount on the existing forests** as the population demand more wood for construction, timber and fuel-wood purposes. The need to access more land for agricultural purposes will further add to the above mentioned pressures. Left unchecked the natural forests, including the mangrove forests are likely to diminish rapidly.
- **Over-exploitation of minerals** such as coral blocks and other natural building materials due to the expected rising demand for construction materials. Any increase in the road network will also contribute to the over-exploitation of murrum.
- **Rapid increases in property prices** will add pressure on the poor to move into less viable and ecologically fragile areas. This in turn will increase the soil erosion and degradation process.
- **Increasing concentration of people** in a relatively small band of the district (i.e. zone 1 and 2) will also mean that the production of both solid and liquid waste (i.e. sewerage) will increase, often leading to health and environmental problems.
- **Depletion of the forests** may also cause an increased threat to biodiversity.

#### 4.2.2 Agriculture and Rural Development

**Agricultural growth:** Agricultural development has historically been concentrated within zone 2 due to the good rainfall, access to good water and extension services (where good road system exists), and proximity to roads thus good access to markets. Equally over years the agricultural policies favouring specific enterprises (e.g. cash crop farming) and the growth of the tourism sector have also influenced the concentration and growth of agriculture and rural development within this zone. Nevertheless, the breakdown of organized marketing within the zone 1 has had a serious blow to cash crop farming. Crop farming within the drier zones of the district has been promoted in futility. The reason for the continued importation of

agricultural produce from outside the district for major foodstuff into the market centres while considering the high district potential has remained unclear.

**Land pressure:** Currently the agricultural land is under intense pressure due to the continued population growth within zone 2 with the exception of the large commercial farms within the zone 2, which, have distorted the density figures, which nevertheless could have been higher. The population densities are high in the traditional coast settlements areas subjecting more pressure to the land. However even with high population pressure on the land, no significant agricultural intensification has taken place. The overall land available for agricultural production will further decrease as more agriculturally suitable land is converted for urban use and eroded and denuded areas increase. Both of these factors will contribute to a reduction in agricultural output per unit area of arable land.

**Strong variations in potentials:** The backyard of the district (zone 4) has always been marginal and of low potential and the population growth has mainly been restricted by availability of good water and food. Food relief has had a contributory factor in holding and keeping people in marginal areas of whom most would possibly not be there otherwise.

**Large variations in population density:** In reference to the current situation the projections are; the population will continue to grow naturally in zone 1 and 2 while receiving a huge number of immigrants from the hinterland of Kilifi and other areas, the government policy on industrialisation will mean more people will move to major towns like Mombasa and will settle within the neighbourhood (i.e. Kilifi urban areas) and HIV/AIDS will continue to have a massive social consequences in the district with ....dying per day in the district.

**Gradual shift away from agriculture:** The above projection will consequentially mean that; with industrialisation more food will be required, more people will strain the current agricultural land and natural resources (e.g. water, fish, forests, etc.), agriculture and farming will cease as the major income earner in zone 1 and 2 and the possibility of intensification and more cash crop farming than food crop farming will take over. Soils will be extensively being overused in an attempt to meet the increasing demand for food.

#### 4.2.3 Infrastructure

**Uneven distribution and access:** The main economic infrastructure includes roads, electricity and telecommunications and most importantly water supply, whereby these are mainly concentrated along the economic heartland of the districts in zones 1 and 2. Social infrastructure, including schools health clinics and health posts/ hospitals are spread more evenly throughout the district, whereby once again zones 1 and 2 are once again better off.

**Development needs good infrastructure base:** Invariably, the key infrastructure such as roads, electricity and telecommunications has a considerable bearing upon the key economic sectors in the district. Poor road networks in zone 3 are one reason why the marketing of agricultural produces is not working effectively. In zone 4 the poor road access simply further hampers the already limited environmental and geographic conditions.

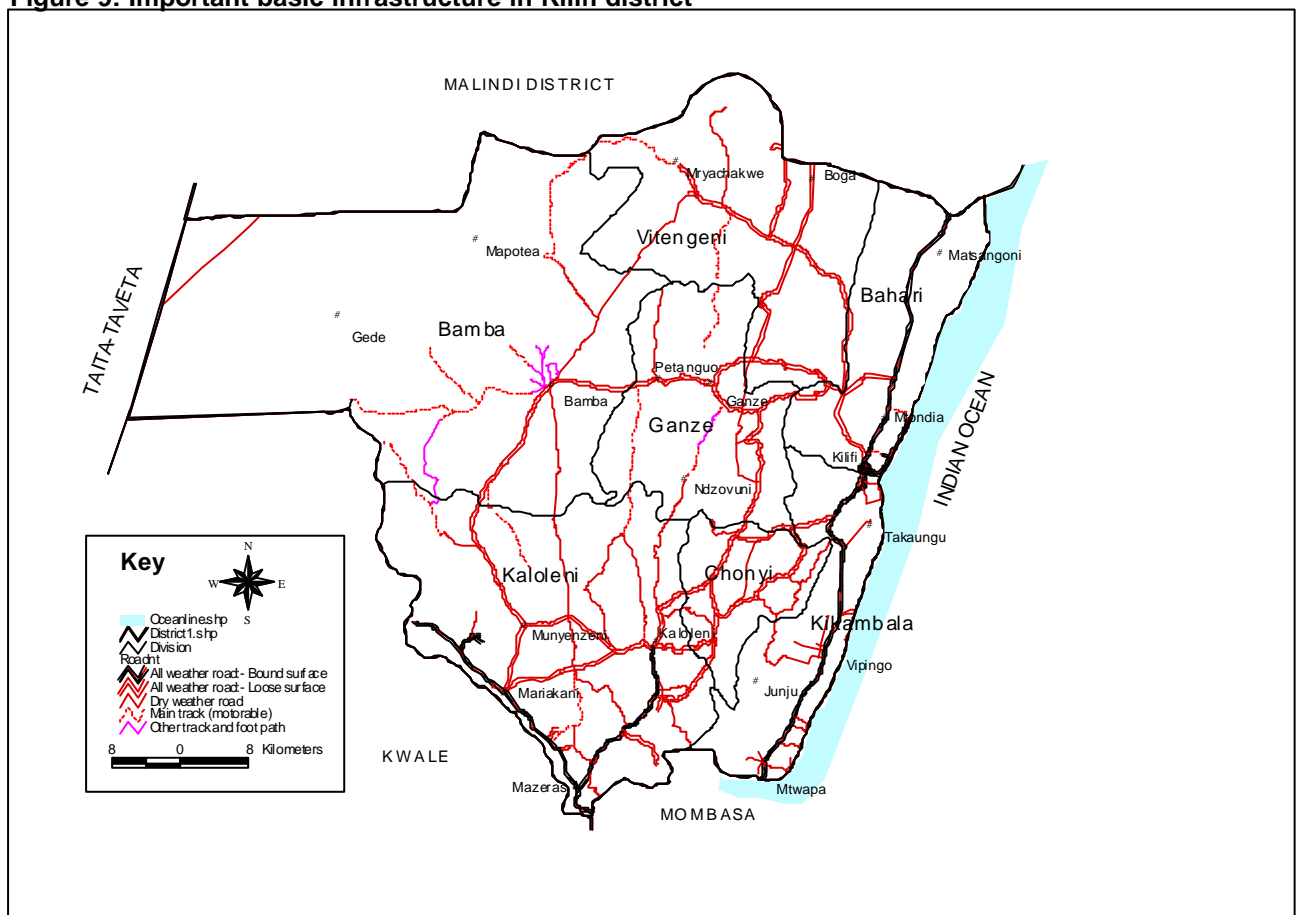
A good road network is necessary for the transportation of farm produce to the market as well as for the acquisition of inputs, other goods and services by farmers. It is also a necessary precondition for the development of commerce and industry. Similarly, the community requires good and accessible roads in order to be able to access social amenities such as schools, hospitals and market centres. Electricity is required for agro-processing and cold storage in zones 1 and 3. It is also a key ingredient in the industrial and commerce zones and for the provision of social services. A good telecommunication network is needed by the agricultural, industrial, commercial and services sector for information transfer on markets, products, prices, technology etc. The importance of a well maintained road network along the coastal strip for the all important tourism industry cannot be stressed enough.

**Concentration in specific zones:** The district has a total of .....Km of road network of which about....Km is bitumen standard while gravel and earth roads cover about ....Km. Zones 1 and 2 (Bahari, Kikambala and Kaloleni) are relatively well served by bitumen roads. Most of zones 3 and 4 are have no bitumen roads but have large networks of earth and reasonable lengths of gravel roads. Access to these zones during rainy seasons is difficult.

**Growing importance of water in all zones:** Water is an all-important constraint, particularly in zones 3 and 4. With a well-established pipeline from the Sabaki river, zone 2 and parts of zone 3 are quite well serviced. Zone 1 is serviced from the main Mombasa water pipeline. Water is the number priority of the majority of communities living in zone 4. Similarly to the limited road accessibility, water has also been a constraining factor as far as development activities are concerned. Both of these problems simply underline the marginality of zone 4 and explains the low population densities both now and those projected for 2015 (compare table 4) and the limited economic activities. This is unlikely to change, in contrast, with more development taking place in zones 1 and 2 and more agricultural activities in zone 3 the weak position of zone 4 will remain. Investments in economic infrastructure need to be carefully balanced with the expected benefits. On the other hand, the need to provide a minimum social infrastructure base in zone 4 has to be pursued.

**Specific needs for tourism, trade and commerce:** Electricity supply in zones 1 and 2 are quite good with ....households and ....being attached to the grid. Good consistent electricity supplies are essential for the tourism industry, with more than ....major tourism hotels being located in the district. Other than these regions most of the other parts of the district are not connected to the electricity grid, in fact only ...% of the rural households have access to electricity.

**Figure 9: Important basic infrastructure in Kilifi district**



**Costs and opportunities of greater intra-district migration:** Given the expected population increase, particularly in zones 1 and 2 (and to a lesser extent in zone 3) the infrastructure base will have to be considerably upgraded in order to ensure that the economic activities can be further developed and can thrive in the district. Major repairs are needed as far as the road network is concerned and water supply is still an issue that will hinder the effective growth of the area. With increasing industrialisation in zone 1 taking place the district has to plan for the provision of water and electricity in the area. This will require major investments. Since the expectation is that development in zones 1 and 2 will be driven by the private sector ideas for privatising water and electricity services should be looked into. Well-developed infrastructure base is and will always remain the key ingredient for rapid economic growth. This fact can be clearly seen in Kilifi district where most of the development that has taken place to date has always centred along the main road (i.e. Mombasa-Malindi and Mombasa-Nairobi). Development costs of infrastructure have always been high; the costs can be bought down through the active involvement of the communities. The district must develop

ways in which the maintenance of the existing infrastructure can be secured while at the same time developing the infrastructure in key areas. High costs will always have to be pitted against the economic benefits.

#### 4.2.4 Commerce and Trade

**Historical and natural concentration in zones 1 and 2:** The majority of commerce and trade is centred on zones 1 and 2, with the all-important roads contributing to the effective growth in these zones in the past. A vivid description of this growth can be traced back to the period in the early 1970's when the Mombasa-Nairobi and the Mombasa-Malindi road were tarmacked. A rapid growth along the road was observed, especially once the tourism sector took off. The tourism and related sectors play an important role, especially in zone 2, while light industry and trade are more important in zone 1. To a far lesser extent, trade and minor commercial activities can be found in zone 3, while zone 4 merely has a few traders and shop keepers. Higher wages and a chance for employment have meant that people living in zone 3 and 4 often work in the trade and commerce in zones 1 and 2 while the families remain behind. Intra-district flows of money in form of remittances are crucial for ensuring that the people can live in zone 4. The recent decline in the tourism industry clearly highlighted these inter-dependencies.

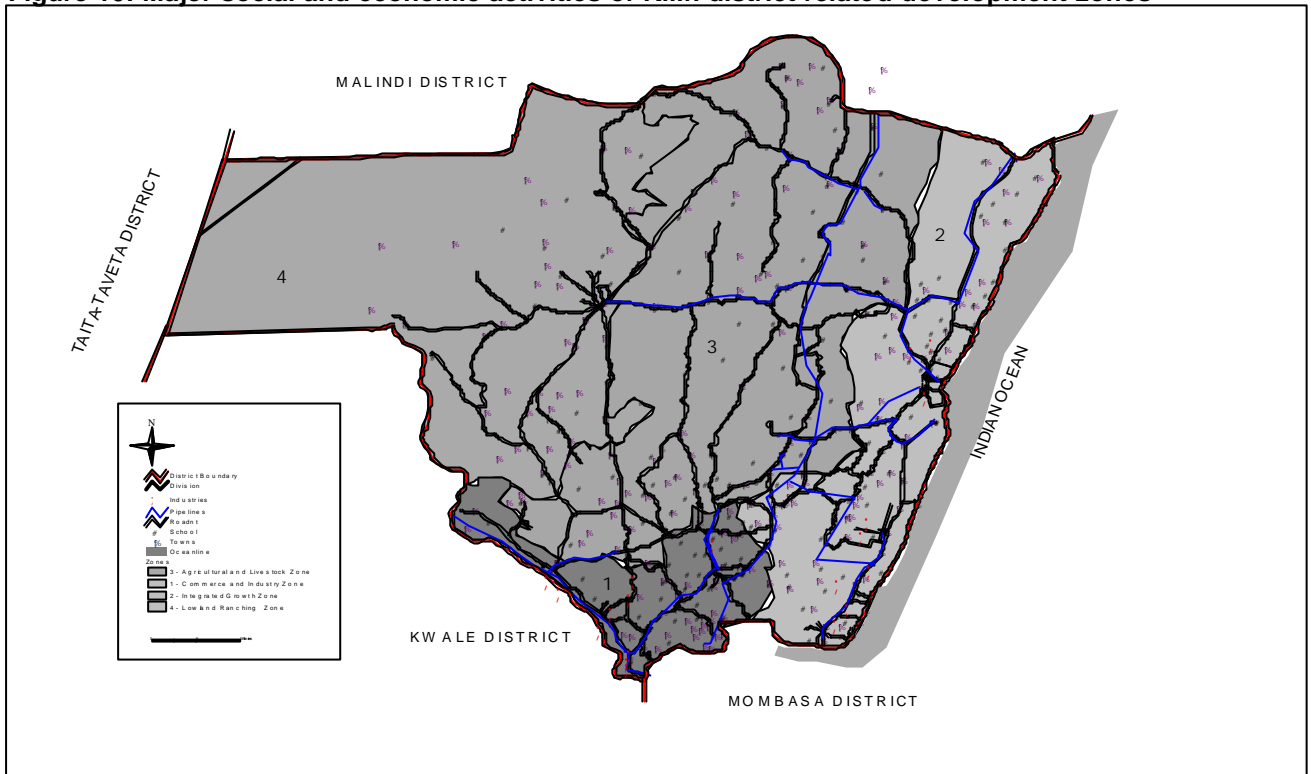
**Importance of formal and informal sectors for employment:** Presently there are 19 factories located in the district, 14 major hotels and commerce and trade produces 1.6 billion KShs in value. In addition to these formal sector activities, the informal sector is also crucial in zones 1 and 2. The value added to the economy of these activities cannot be measured directly. The population densities in these areas would seem to indicate that the informal sector is a major primary source of income for many of those living in the two zones. Employment in the factories is also an important source of employment and the spill-over effects of these factories as far as the informal sector is concerned is clearly visible in the district. Numerous families live off providing the factory workers with services ranging from food and beverages through to bicycle repair and other repair services. The rapid growth of Mtwapa is testimony to the lively informal sector activities that have developed as a result of the shoe factory and tourism sector in and around the town. There are altogether 687 registered enterprises in Mtwapa up from 603 registered enterprises in 1999.

**Increased development automatically leads to greater intra-district migration:** Much of the successful development of commerce and trade in zones 1 and 2 are the cause of the intra-district migration, with people coming in to seek work or to develop informal sector activities. The need for a qualified labour force, particularly in the tourism sector was spurred on with the development of tourism training institute in Mombasa. Low levels of education and poor training have also meant that many of those coming from zones 3 and 4 usually work as casual labourers or as unskilled labourers. The wages are proportionately lower compared to those received by skilled workers. This has also accentuated the differences between the zones.

**Huge differences in population densities:** The population densities in zones 1 and 2 further underline the fact that commerce and trade will continue to grow in importance. Formal and informal sector activities will have to continue to grow at a rate higher than both the natural population growth rate and the in-migration from other areas. Differences in incomes will continue to attract people from zone 3 and 4 looking for work opportunities in the commerce and trade sectors. Agricultural production will decline in the zones as far as primary products are concerned (i.e. cassava, millet, maize, etc) while others such as fruit production (i.e. for juice canning or bottling) may grow in the areas between the main commercial centres (i.e. between Mtwapa and Kilifi). As has already been argued above, a well functioning infrastructure base will be essential for the continued growth of the sector.

**Expected increase in demand:** Rapid population growth and in-migration will result in the increased demand for goods and services and further development of the sector. There will be increased pressure on the available infrastructure. On the more negative side, there will also be more pollution and refuse and solid waste management will become increasingly more of a problem unless it is well planned for and managed. Invariably there will be an increasing competition for land and other resources, with property prices expected to rise steeply as demand for industry and commercial activities rise in zones 1 and 2. This too will require careful land use planning and zonation.

**Figure 10: Major social and economic activities of Kilifi district related development zones**



#### 4.2.5 Labour and Human Resources

**Need for qualified labour in the growth zones:** Labour and qualified human resources are essential for most of the economic activities in the area. There are always two contradictory goals that need to be balanced: trade and industry requires qualified human resources but desires this at the least cost. On the other hand the people themselves want to maximise their incomes. The comparative advantage of the district within the Kenyan economy has to be its relative proximity to markets (i.e. tourism and other local markets) as well as the proximity to major regional and international trading partners through the port of Mombasa. Kilifi district has to systematically exploit these potentials more systematically. A pre-condition for this is that the **labour remains competitive** both in terms of quality and costs involved. A well-trained labour market is needed if industrialisation will continue to be actively promoted in zones 1 and 2.

**Differentiated needs for qualified labour:** Apart from the need for qualified labour and technicians in the economic sector, the social sector also depends heavily upon the need for qualified staff. Teachers, nurses and doctors are needed both in the easily accessible areas in zones 1 and 2 but also in the more inaccessible areas in zones 3 and 4. Here it is proving particularly difficult to get qualified personnel to go and live in the remoter areas. Attempts to develop the skills of local people to provide essential services are proving very effective. These people are far more likely to remain in the local area if they have a meaningful job and are being paid. The need to migrate to other areas in the district decreases.

**Uneven distribution of labour:** Once again, the importance of the coastal strip is highlighted with the majority of skilled workers being located therein. In-migration from other areas has been the consequences of this pattern, whereby the migrants coming from the other zones tend to undertake more of the unskilled and thus lower paid activities. With 65% of the population concentrated in zones 1 and 2 the natural dominance of these two zones becomes very evident. Unfortunately there are few correct figures available as far as the in-migration into these development zones is concerned. In reality the population growth rate due to in-migration will be considerable in zones 1 and 2.

**Potential increase in unemployment:** Unless more work can be secured in both the formal and informal sector then there will be a dramatic increase in the levels of unemployment. Unemployed educated people are also likely to turn to criminal activities in order to secure a livelihood. Rampant corruption and poor governance adds to the problems in Kilifi district and there is a direct link to the fact that this also increases poverty levels in the district.



**Dramatic impact of HIV/AIDS on the labour force as well as social structure:** This is expected to have a massive negative effect on the work force in the sectors and with numerous people daily in the district shortages of qualified labour will increasingly become a major concern in the trade and commerce sector. The social effects of a dying working population are massive, with grandparents having to take over the role of raising children. This means that they have to seek work and employment if they are to pay for the education of the orphans. The social strains are expected to grow rapidly. The inability of the grandparents or relatives to pay for the schooling and training of the children will further disadvantage these children and will add to the growing number of unskilled, unemployed youths in the district.

**Need for careful physical and socio-economic planning:** With a doubling of the population through natural growth rates and a possible increase in in-migration from other parts of the country, careful planning and management of the labour and human resource development in the district grows in importance. Basic "life-skills" will have to be increasingly taught at schools either in addition to formal education or as an alternative. Providing the children and youth with these skills will be one way in which the problem of unemployment can be tackled, since many will be expected to enter into informal sector activities. In the end only a rapid industrialisation at least in zone 1 and partly in zone 2 will provide the necessary employment opportunities for the people in the district. Coupled to a carefully managed expansion of agricultural activities in zone 3 and partly in zone 2 the district will gradually be able to deal effectively with growing population.

## 5. Visioning

The following visions have been derived from the analysis undertaken in the previous chapters and is based upon the experience of the participants undertaking the exercise. Separate visions have been formulated for each of the four zones that have been identified. The sum of the four zonal visions represents the overall vision for the district. The time frame for the visions is fifteen years (2001-2015).

### 5.1 Vision for zone 1: Industrial / commerce growth zone

Since the area covered by zone 1 has already experienced an expansion of the industrial base and in view of the geographic advantages offered in the area (vicinity to markets and Mombasa, etc) the vision is geared towards making use of these comparative advantages. The vision is as follows:

**Increased industrialisation and commercialisation:** More industries will be attracted to the area, especially along the Mombasa-Nairobi road and the railway line, to take advantage of the proximity to the availability of a ready market. The necessary frame conditions needed to attract commerce and industry will be further developed, this includes provision of suitable land, ensuring that basic facilities such as water and waste water treatment, electricity, telecommunications and transport network are developed. The electricity grid will extend to the hinterland to promote agriculture and small-scale industrial ventures. Fiscal incentives designed to attract industry to the area will also be put into place.

**Improved attractiveness – greater growth:** The zone will attract more people to settle in the area. The zone will be of interest for the development of up-market residential houses along the hillsides and cooler areas. Residents will mostly come from Mombasa and many of them will commute to Mombasa for work. Wild settlements, which promote the development of slums will be avoided and contained through spatial plans and strict enforcement of by-laws.

**Rapid light railway and road transport linkages with Mombasa:** The Mombasa-Nairobi highway will be well maintained and expanded to a dual carriageway with well-maintained side roads leading to industrial and residential areas. Regular-quick commuter trains between Mombasa-Mariakani and Mazeras will be established. The transport system should be economic attractive for private investment and could even be a viable alternative to the expansion of the road to dual-carriageway status. Easy access to the area is likely to provide a further boost to the development potentials in the area, particularly since Mombasa town is already reaching the physical limits for growth.

**Growth of small and medium scale industries:** As a result of the above, it is expected that more developed trading centres, with diversified businesses, will be opened up. In Mazeras and Mariakani services provided will be privatised. The new businesses introduced will mostly be small and medium scale. To facilitate rapid business expansion, business zones will be established. These zones will be fully serviced (e.g. water, sewerage, electricity etc.) An appropriate waste management system will be in place to prevent pollution of water systems.

**Better infrastructure:** Improved health/education facilities will also be provided, including a second pipeline from Mzima Springs to provide for additional and more reliable water supplies to meet the demand resulting from the rapid increase in population and industrial activities.

**Cheaper more reliable communication facilities:** Improved telecommunication will be provided, particularly through the extension of the mobile phone facilities. This will be beneficial for the industries and other facilities located in the area to ensure they keep in touch with the outside world.

**Improved tax-base and need for good governance:** It is envisaged that fair tax/tariff collection systems will be put in place. These systems are expected to be those, which promote rather than discourage business expansion. Good governance is an important condition to ensure that effective fiscal management is undertaken in the zone. A transparent and fully accountable public service system is a pre-requisite for the achievement of the above. It is therefore envisaged that efficient administrative structures, controlled by properly elected bodies will be in place at all levels of development.

## 5.2 Vision for Zone 2: Integrated growth zone

**Tourism, light industry and commerce led growth:** The 15-year vision for the zone can be described in terms of the further development of the tourism related activities and services which will be a major driving force for the development of the zone. It is also to be expected that the neighbouring zone 3 will experience growth in agriculture and thus ease population pressure caused by natural increase as well as migration into zone 2. It is further expected that as the tourist related activities and services develop, a larger share of income derived from the sector will remain in the district for the benefit of local communities.

**Added importance of key towns:** As the towns and market centres in the zone (i.e. Kilifi, Mtwapa, etc.) grow, efforts will be made to put in place organized and affordable development of settlements to cater for the increased population in the urban centres. This will require that site and service schemes be regularly developed on a demand basis to facilitate orderly settlement in the centres. It will further be desirable that such settlements have access to electricity, water, telecommunication and other amenities.

**Intensification and commercialisation of agriculture:** Since there is a potential for further development of agriculture in the zone, and with increased population pressure on land, efforts will be geared towards intensification of agricultural production rather than increasing acreage under crop farming. Light industries will be established in the district to take advantage of the raw material resource potential in agriculture, fisheries and marine products. In addition, marketing channels for agriculture and fisheries development will be developed both within and outside the district. With fishing improved, it is expected that better prices can be achieved without destroying stocking levels.

**Privatisation of most services** (e.g. credit, veterinary, health etc.) will be pursued. These services should be made available for all sections of the population within reasonable distances. For privatisation to be effective, basic infrastructure will have to be provided and continuously maintained. The maintenance aspect should also be privatised.

**Population increase only manageable through increase in employment opportunities:** Owing to the increased population in the zone, there will be need to stimulate creation of employment opportunities in the services, commerce and light industries sectors. It will also be necessary to ensure that the environment is sustainably managed in line with the pace of development. For instance, social forestry could be practised giving the population access to the forested areas for purposes of wood gathering, honey collection etc., but not for agriculture.

**Need for good infrastructure-base:** Health and educational facilities and water supply will be made available within acceptable (walking) distances. In view of the limited water resources, the available water should be optimally used and made accessible to all section of the population.

**Joint activities between public and private sector is one key for development:** Private-public partnerships in all aspects of development will be pursued, so as to provide the necessary impetus for development of the district.

## 5.3 Vision for Zone 3 Agricultural and livestock growth zone

In this zone the major activities are agriculture and livestock. It covers Vitengeni, Ganze, divisions and some parts of Kaloleni and Chonyi division. The area has a good potential for growth since it lies adjacent to zone 1 & 2. The vision developed for the area takes the above frame conditions into consideration.

**Intensification of agriculture, more effective use of available resource:** In the next 15 years the zone should produce sufficient food (both in terms of quality and quantity) for both domestic consumption and also surplus for sale. This objective can only be realised if there is an intensification of the land-use, especially with regard to agriculture and livestock production. Agro-forestry will have been stepped up during the same period, this together with the increased woodlot production is expected to reduce the incidences of forest encroachments, whereby access to arable land (i.e. land ownership) will also be required if forest encroachment is to be tackled. Domestic water supply facilities will be improved with water being made accessible within a 5 Km walking distance. Water supply for livestock will be secured via series of water pans.

**Network of private sector suppliers and marketing agents:** Input supply and marketing of the agricultural products will be improved through a system of private suppliers. Market information for locally produced commodities will be made available via an information dissemination system thus ensuring that farmers can determine where market opportunities exist. Extension services need to ensure that ideas for improving agricultural practices in the area are made available to the people, even in the remoter parts of the zone.

**Roads network is the key to growth and development:** Improved network of all weather roads will be developed and existing tracks upgraded in order to open up agriculturally viable areas for controlled settlement. The area will offer people living in zone 4 who are not able to meet their living requirements with an opportunity to undertake more viable agricultural activities in zone 3. Improved road network is expected stimulate growth in this area as it is the holding / buffer zone for zone 1 & 2.

**Additional important infrastructure needs:** Rural electrification will be vigorously pursued so that at least all the major trading / market centre have a basic supply of electricity. Step down transformers will be located strategically for those who would like to be supplied for domestic use. New market centres will be developed on the basis of a minimum infrastructure base (water supply, pit-latrines, etc.) and they will be located within a reasonable walking distance. The expectation is that this will further stimulate local level trade and commerce. Telecommunications facilities will upgrade and private entrepreneurs encouraged to develop pay-as-you-go telephone facilities. As economic growth increases, demand for private telecommunications is likely to rise.

**Growth centres / trading centres:** The expectation is that smaller trading centres will begin to grow as the agrarian sector grows in the area, this will bring with it specific rural service functions. Input suppliers, traders and service providers (i.e. repair workshops, carpenters, etc) will gradually develop in these rural service centres once sufficient cash surplus materialises. The natural growth of these centres will eventually have to be planned in order to avoid uncontrolled expansion of the settlements into the agricultural areas.

**Need for effective service provisions:** Improved service provision for the population will also develop as a result of the increasing population living in the area. Health facilities will be developed within reasonable distances of the communities (walking distance). A healthy community will ensure optimal labour output for optimal growth.

**Buffer function of zone 3:** Zone 3 is particularly important zone as it acts as the buffer zone between zones 4 and 1 and 2. The limited potentials that exist in zone 4 currently force many people to leave the area, at least on a temporary basis to seek seasonal work. The limited potentials are unlikely to improve in the foreseeable future. This means that with increasing population more people will want to migrate to zones 1 and 2. Zone 3 still has a lot of under utilised land, this can provide a chance for people having to leave zone 4 to find an alternative near to their existing areas. This would also mean that the in-migration into zones 1 and 2 are slowed down thus reducing the pressure on these zones.

#### 5.4 Vision for Zone 4: Lowland ranching zone

**Limited potentials:** The zone being a low potential area with a low population levels and density, the vision would seek to make effective use of the limited potentials available, these lie mainly in the ranching and animal husbandry sector. Zone 4 borders the Tsavo national game park thus offering some opportunities for the introduction of eco-tourism. Game ranching and, if the laws banning hunting are relaxed, would offer realistic alternatives for the people living in zone 4 (programmes similar to the Zimbabwean Campfire and Namibian conservancies approaches would be introduced). Zone 4 has a limited carrying capacity both in terms of domestic and wild animals. This also limits the carrying capacity as far as people are concerned.

**Strong reliance on very limited available water:** Crop farming is currently relying on rainwater, which is not sufficient. A vision where crop farming is improved through the effective use of rain water harvesting and through the introduction of animal drawn technologies will provide a useful additional approach for utilising the available land more effectively as well as producing more food locally.

**Some value-added possibilities:** Other economic activities that are directly related to the ranching would be developed, including skins and hides. Local cottage industries would be developed for tanning work and initial production of leather products. Wild sisal would also be used in the cottage industries.

**Limited improvement of key infrastructure:** infrastructure development in the zone would focus primarily on improving access to market centres for livestock, the main settlement areas. Furthermore, the necessary infrastructure required for further developing the livestock sector would have to be developed along private commercial lines. Thus dips and small market centres would have to be developed. By developing and upgrading the road passing through Bamba from Mariakani to the neighbouring Tsavo Park is will be established and well maintained. The road would open up the area and allow access of the tourists to the tourist sites.

**Minimum service provision coupled to realistic alternatives:** Access to good quality basic requirements like education, health and water would be improved with the objective of ensuring that the population can live and work in the area. The services would have to be located at strategic places to reduce the overall costs of providing such services in a sparsely and widespread area. Provision of a reasonable set of services coupled to the development of the limited potentials available is expected to slow down the out-migration. By offering the people alternative locations for settling in zone 3 the expected population growth would not lead to further problems of poverty in the area. The need to migrate to the cities and towns in the region would also be reduced if under-utilised land in zone 3 can be readily accessed.

**Ecological and environmental sensitive area:** Regulation, enforcement and careful management of charcoal burning will ensure that the limited resource is not over-exploited while at the same time allowing the local community to utilise the existing resource. Security in the area will be improved in order to allow improved economic activities and a free flow of tourists in the zone.

## 6. Strategies

### 6.1 Overall district strategies

The allocation of limited resources (whether personnel, financial or any other resources) is always a challenging task. Balancing equity with economic benefits, maximising impacts and reducing negative effects, large scale reduction of poverty through the least possible costs are just some of the many factors that needed to be decided upon in the selection of a strategy. A strategy presents different approaches for reaching the desired vision, it charts out different ways in which limited resources can best be allocated for reaching commonly defined objectives and goals.

Three different strategies have been developed for Kilifi district. They have been deliberately developed as being clear alternatives in order to demonstrate how different strategies can look like. Posing alternatives that are distinctly different from each other also ensures that choices are made and the consequences of each choice clearly understood by the communities, service providers and the developmental partners (especially including the private sector).

#### DIFFERENTIATED DEVELOPMENT STRATEGIES:

1. **Rural development strategy:** This strategy would focus on developing zones 3 and 4 and would only provide a minimal intervention in zones 1 and 2. The idea behind the strategy is to reduce the gap in development between the zones 1 and 2 and 3 and 4 by concentrating investments in the poorer sections of the communities in the district. It also accepts the fact that private enterprise is sufficiently innovative enough to develop zones 1 and 2 and that government intervention in these zones can be reduced to a minimum. This would allow the government to assign its scarce resources to the lagging areas. Once sufficient development has begun to develop in zones 3 and 4 a gradual shift towards privatisation, particularly in zone 3 could be encouraged.
2. **Growth zone development strategy:** This strategy would concentrate the bulk of the investment in zones 1 and 2 with reduced investment being undertaken in zones 3 and 4. The idea behind this strategy is to quicken the pace of development in the two main growth zones in order to absorb the increased labour resulting from population growth and in-migration. With investments in infrastructure being expensive in the growth zone (especially in the urban centres) the strategy would have to demonstrate that considerable benefits could be derived for the communities. The growth zone development strategy accepts the fact that two-thirds (i.e. 66%) of the population of Kilifi district live in the two growth zones and that the most important lead economic sectors are located in the zones (i.e. tourism, commerce, services and trading).
3. **Private-Public partnership strategy:** This strategy would seek to privatise as much as possible services and other developmental activities in zones 1 and 2. Government would merely develop the necessary frame conditions to enable private sector to invest in the zones, this would include the development of basic infrastructure (i.e. water supply, sewerage, refuse collection and disposal, roads, electricity and telecommunications) necessary for the private sector to invest in the zones. Privatisation of the above mentioned services would also be strived for. Investment by the government would focus on zone 3, which offers many opportunities for development. Zone 3 would act as an important growth zone, particularly for agriculture, livestock and forestry and would provide additional space for development to take place. Gradual development of the infrastructure in these areas would relieve the population pressure caused by natural growth and in-migration in zones 1 and 2. Development in zone 4 would be based on a sustainable population size, viable developmental opportunities involving livestock, game management and small services and trade would be encouraged so that the population can improve their living standards in the zone. Investments by the public sector in zone 4 would include ensuring reasonable access to the areas, repair and maintenance of existing roads, gradual extension of basic infrastructure to larger settlements.

**Table 6: Strategy selection matrix**

Selection criteria	Strategy 1: Rural development strategy	Strategy 2: Growth zone development strategy	Strategy 3 Private-Public partnership strategy
Level of economic growth	-2	2	1
Equity	-1	1	0
Employment creation	0	2	2
Poverty reduction	1	2	1
Environmental impact	2	-1	-1
Cost (range: high -2, very low 2)	1	-2	-1
Resource requirements	-1	0	-1
Level of acceptance: Community	2	1	-1
Level of acceptance: Political	0	1	1
Stability of intra-district migration	1	-2	-1
Other criteria			
.....			
<b>Total weighted points</b>	4	6	3
<b>Ranking</b>	2	1	3

**Scale** can be seen in terms of relationship or effects:  
 2 = strong, 1 = modest, 0 = neutral, -1 = negative/weak, -2 = very negative/weak

## 6.2 Sectoral strategies

NOTE: The sector strategies can be formulated as soon as the overall strategic development plan has been completed, has undergone the dialogue process and has been approved by the DDC.

## 7. Resources, institutional and organisation framework

### 7.1 Estimated resource requirements

NOTE: The estimated resource requirements will be undertaken once the overall and the sector strategies have been completed.

### 7.2 Potential sources

NOTE: Approves and steps for tapping potential sources of revenue can be addressed once the main strategy, including sectoral and community priorities have been agreed to by all stake-holders and once the projects which the community seek to implement have been agreed to

### 7.3 Organisational framework requirements

In section 3.2.4 the present organisational structure that exists in Kilifi district was presented, including all of its weaknesses. In order to improve upon the whole system, a leadership workshop was conducted in the district. They took into account the commonly known weaknesses and developed proposals how the DFRD system can be improved. Irrespective as to whether or not the DFRD system gets rehabilitated or an improved system of local government gets effected, the following proposals would still have to be implemented at the sub-district and district levels. The following basic structure would be required and has been recommended at the leaders workshop.

#### 7.3.1 Community level

**Mobilised communities elect their own representative body** (Village Development Committee). By registering as a self-help group, the VDC obtains a legal status and is able to solicit, receive and manage funds for developmental purposes. For implementing projects, specific project committees (e.g. a water project committee) can be formed which would be answerable to the VDC.

**Entry point for the mobilisation of communities is the existing administrative structure and spatial delineation.** Together with the chief and sub-chiefs, the spatial boundaries of a village are defined to enable the formation of a VDC. However, chiefs and assistant chiefs, in the same way as any other government official, could become co-opted members with no voting right.

**Mobilised communities are allowed to federate in committees best suited to their specific local development needs.** These federated committees can be area-based or interest-based (inter-village project committees). The principle of pluralistic approaches should be allowed at the community level, since a single organisational form would restrict communities in implementing projects that cut across communities and therefore require the active participation of more than one community, sub-location, location or even division.

#### 7.3.2 Locational and sub-locational level

**The Locational and sub-locational level would no longer be involved in prioritising each and every community project,** since most often they would neither control the required resources nor do they have the technical expertise to prioritise and elaborate detailed plans for the various project ideas. Their main function would be the transmission of relevant information to and from communities, facilitation of the mobilisation process and the federation of communities for inter-village projects, the active soliciting of support and funds for projects that cut across a number of communities or sub-locations. Another main



function is to provide the electoral forum for voting their own community representatives (preferably the chairperson and one women) to the next higher level.

### 7.3.3 Divisional level

**At the divisional level community projects will be actively interfaced with the technical and developmental service providers.** At this level, proposed community projects are to be prioritised according to set criteria given by the respective funding sources. Mainly at this level informed decisions can be taken as the staff involved in decision-making is close enough to communities and can be more easily reached compared to District headquarters. However, this requires adequate management structures with permanent staff either employed or seconded.

Therefore, at this level, **a Divisional Development Secretariat (DivDS) would be created to assist communities in their efforts to develop themselves.** The DivDS would be the executive arm of the Divisional Development Committee (see below). Main functions of the DivDS would be to create awareness, to provide information and to organise the community mobilisation process on divisional level through inter-disciplinary PID teams; to assemble and appraise project proposals. To monitor the progress of ongoing projects and to facilitate their evaluation by the communities and other interested parties. Members are the Assistant District Development Officer (ADDO) and representatives of all relevant service providers at divisional level. Chairperson of the DivDS is the ADDO or another elected committee member, in case the position of the ADDO cannot be filled.

**The Divisional Development Committee (DivDC) would oversee all development activities in the division.** It would review, prioritise and approve proposed projects, recommend projects for funding to the DDC or allocate "divisional" funds either generated from own sources or obtained from third parties to approved projects. It will facilitate the dissemination of relevant information (e.g. about potential funding sources) and it will facilitate planning, monitoring and evaluation of developmental activities in the division. Members of the DivDC would include the area MP and councillors, two elected representatives from each location, chairperson of a division-based local authority and all relevant governmental and non-governmental service providers. The chairperson and treasurer will be elected from amongst the community representatives (other than MP and councillors) while the secretary will be the chairperson of the DivDS. The DivDC meets at least four times a year.

**To facilitate the development process in the communities, Participatory Integrated Development, (PID) Teams will be formed and trained, on divisional level.** They consist of departmental staff and/or adult education teachers. The divisional PID team will be divided into smaller PID teams of 4-6 persons according to need and availability of staff in the division. Each PID team is responsible to mobilise and follow-up communities. They are managed by the DivDS and occasionally facilitated by DDS staff, especially when it comes to training, supervision and staff evaluation.

### 7.3.4 District level

**At the district level, the District Development Committee (DDC) oversees all development activities.** Main functions include dissemination of relevant information especially regarding available funds and resources, review and approval of all project proposals, allocation of own funds and soliciting of funds from third parties including government sources, review and approving district development plans, review and evaluation of all development efforts undertaken in the district. Members include three elected representatives from each division (one must be a women), the DC, the MPs, the chairpersons and clerks of local authorities, the mayors as well as representatives from all development relevant institutions and organisations including representatives from NGOs and the private sector. Only elected members have voting rights when it comes to decision-making (e.g. regarding the use of funds). While the District Commissioner could remain the DDC chairperson, he/she should be deputised by an alternate chairperson who is to be elected from amongst the DDC community representatives. After a transitional period of building up community representation in the DDC, the DDC chair could eventually be taken over by an elected community representative. The DDC meets at least four times a year.

**The District Executive Committee (DEC) remains the technical arm of the DDC,** but will be limited to dealing with development functions only. Thus, its membership needs to be redefined to ensure that only truly development oriented institutions and organisations are included, others can be co-opted. Its main

functions would include the technical and financial appraisal of project proposals coming from the divisional level, co-ordination of the community mobilisation process and service provision to the projects in the district, monitoring of ongoing projects and the preparation of progress reports for the DDC. Another important function of the DEC would be the preparation of district plans for approval by the DDC. The DEC chairperson could be the DC or would be voted from amongst the members based on competence and on a rotational basis. DDO remains the secretary The DEC meets at least 8 times per year.

**A District Development Secretariat assists the DDC/DEC in managing the day-to-day business of development co-ordination.** Thus, its main functions would be to provide secretarial services to the DDC/DEC, to manage the community mobilisation process in the divisions (including training, facilitation and supervision of the Divisional PID teams through the PID Core Training Team); to pre-appraise project proposals coming from the divisions, to monitor and evaluate projects and to compile reports for the DEC. The DDS would be run with seconded staff from relevant Government departments on a full-time and/or part-time basis. Chairperson of the DDS would be the DDO.

**Table 7: Development committees, membership, leadership, roles and functions**

COMMITTEE	MEMBERSHIP	LEADERSHIP	ROLES AND FUNCTIONS
<b>DDC</b>	<ul style="list-style-type: none"> <li>• DC</li> <li>• MPs</li> <li>• Mayors and the chairperson of LA</li> <li>• Clerks to LA</li> <li>• DDO</li> <li>• Three elected community reps from each division of whom one is women</li> <li>• Reps of develop. related parastatals</li> <li>• Reps of development oriented service providers /others by invitations (GOK and NGO)</li> <li>• Private sector by invitation</li> </ul>	<p><i>Chairperson:</i> DC</p> <p><i>Alternate Chairperson:</i> elected community representative</p> <p><i>Secretary:</i> DDO</p> <p>Only elected members have voting rights</p> <p>Ex-officio members (DC, DDO, reps from government agencies, parastatals, NGOs etc.) have no voting right</p> <p><i>Meets at least 4 times a year</i></p>	<ul style="list-style-type: none"> <li>• Consideration and prioritisation of proposals submitted by the DvDCs</li> <li>• Disseminate info on available funds and resources</li> <li>• Allocate own „district“ funds</li> <li>• Link approved community projects to donors and solicit for funds</li> <li>• Review and approve/reject all project proposals of Local Authorities, parastatals, Regional Dev. Authorities, line ministries and NGOs operating in the District</li> <li>• Review and approve/reject drafts of district plans</li> <li>• Review progress of on-going projects to ensure that they are rapidly implemented and that completed projects and existing infrastructure are effectively operated and maintained</li> <li>• Review policies and recommend changes</li> </ul>
<b>DEC</b>	<ul style="list-style-type: none"> <li>• DC</li> <li>• Heads of develop oriented depart. and NGO's</li> <li>• Reps of develop. related parastatals</li> <li>• Reps of relevant develop. related private sectors</li> <li>• Clerks to Local Authorities</li> <li>• DDO</li> </ul>	<p><i>Chairperson:</i> Elected member (max. 2 years)</p> <p><i>Secretary:</i> DDO</p> <p><i>Meets at least 8 times a year</i></p>	<ul style="list-style-type: none"> <li>• Shall be the technical arm to the DDC</li> <li>• Technical and financial appraisal of the projects coming from the Divisional level</li> <li>• Co-ordinate service provision and implementation of projects</li> <li>• Monitoring</li> <li>• Prepare drafts of district plans for the DDC</li> <li>• Prepare project progress reports for the DDC</li> </ul>
<b>District Development Secretariat</b>	<ul style="list-style-type: none"> <li>• DDO / DDDO</li> <li>• Representatives from development related departments and NGO's</li> </ul>	<p><i>Chairperson:</i> DDO</p> <p><i>Secretary:</i> Seconded staff from another GOK department</p>	<ul style="list-style-type: none"> <li>• Provide secretarial services to the DEC</li> <li>• Manage community mobilization process in the divisions</li> <li>• Technical and financial pre-appraisal of project proposal from the Divisional level</li> <li>• Monitor and evaluate projects</li> </ul>
<b>Divisional DC</b>	<ul style="list-style-type: none"> <li>• MP</li> <li>• Councillors</li> <li>• Two elected representatives from each location</li> <li>• Chairperson of a division-based Local Authority</li> </ul>	<p><i>Chairperson:</i> Elected community representative other than MP and councillors</p> <p><i>Secretary:</i> Chairperson of Divisional Development Secretariat</p>	<ul style="list-style-type: none"> <li>• Elect three representatives to the DDC (one to be a women)</li> <li>• Allocate own funds</li> <li>• Review/approve/reject project proposals</li> <li>• Recommend projects for funding to DDC</li> <li>• Provide external M.E. for project implementation at the lower levels</li> <li>• Review progress of ongoing projects</li> </ul>

COMMITTEE	MEMBERSHIP	LEADERSHIP	ROLES AND FUNCTIONS
	<ul style="list-style-type: none"> <li>All service providers (DO, Council Clerk, Div. Officers)</li> </ul>	<p><i>Meets at least 4 times a year</i></p>	
<b>Divisional Development Secretariat (DivDS)</b>	<ul style="list-style-type: none"> <li>Assistant DDO</li> <li>Relevant divisional service providers (GoK, NGO)</li> </ul>	<p><i>Chairperson: Assistant DDO or elected member</i></p>	<ul style="list-style-type: none"> <li>Create awareness and provide information</li> <li>Monitor projects implementation</li> <li>Information dissemination</li> <li>Facilitate planning</li> <li>Assemble project ideas and prioritise (funds / technical)</li> <li>Organize community mobilization process</li> <li>Assemble and prioritise project ideas and applications</li> </ul>
<b>Locational DC</b>	<ul style="list-style-type: none"> <li>Two elected representatives from each Sub-locational DC</li> <li>Elected Councillors</li> <li>Relevant service providers and Chief to be an ex-officio members without voting rights</li> </ul>	<p><i>Chairperson, Secretary and Treasurer: Elected community members</i></p> <p><i>Meets at least 4 times a year</i></p>	<ul style="list-style-type: none"> <li>Facilitate federation of villages/sub-locations</li> <li>Elect 2 representatives to higher level (the chairperson and one women)</li> <li>Planning and prioritising, implementation and soliciting for external support for projects that cut across the villages/sub-locations</li> <li>Information dissemination</li> <li>Monitor and evaluate</li> </ul>
<b>Sub-locational DC</b>	<ul style="list-style-type: none"> <li>Two elected representatives from each VDC</li> <li>Relevant service providers (e.g. head teacher) and Assistant Chief to be an ex-officio members without voting rights</li> </ul>	<p><i>Chairperson, Secretary and Treasurer: Elected community members</i></p> <p><i>Meets at least 4 times a year</i></p>	<ul style="list-style-type: none"> <li>Facilitate federation of villages</li> <li>Information dissemination</li> <li>Elect 2 representatives to higher level (the chairperson and one women)</li> <li>Planning and prioritising, implementation and soliciting external support for <u>projects that cut across the sub-location</u></li> <li>Monitor and evaluate</li> </ul>
<b>Inter-village project committees</b>	<ul style="list-style-type: none"> <li>Two elected representatives from each VDC</li> <li>Relevant service providers and Assistant Chief to be an ex-officio members without voting rights</li> </ul>	<p><i>Chairperson, Secretary and Treasurer: Elected community Members</i></p>	<ul style="list-style-type: none"> <li>Planning and prioritising, implementation and soliciting external support for <u>projects that cut across the sub-location</u></li> <li>Information dissemination</li> <li>Monitor and evaluate</li> </ul>
<b>VDC</b>	<ul style="list-style-type: none"> <li>Elected members from the village (each gender to have at least 1/3 of members; all interest groups should be included)</li> </ul>	<p><i>Chairperson, Secretary and Treasurer: Elected community members</i></p> <p>Meets monthly</p>	<ul style="list-style-type: none"> <li>Continue mobilizing the community</li> <li>Elect two representatives to higher level (the chairperson and at least one women)</li> <li>Federate when required</li> <li>Produce community action plans</li> <li>Seek technical assistance, organize community contribution and solicit for funds</li> <li>Steer O&amp;M</li> <li>Monitor and evaluate</li> </ul>
<b>Project Committees</b>	<ul style="list-style-type: none"> <li>Elected representatives from the community</li> </ul>	<p><i>Chairperson, Secretary and Treasurer: Elected community Members</i></p>	<ul style="list-style-type: none"> <li>Finalize project plans</li> <li>Implement and maintain projects</li> <li>Report project progress to VDC</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>Families living in an area and sharing the same name of a community</li> </ul>		<ul style="list-style-type: none"> <li>Elects / re-elects the VDC and project committees</li> <li>Identifies their development needs / projects during the PID process</li> <li>Contribute funds / resources for own projects and implement</li> </ul>

Figure 11: Organisational arrangement for the PID process

