



Cattle Grazing at Mugie. (Henry Bailey)

Mugie Resource Sharing and Livestock to Markets Program (Kenia)

Mugie Trading Stock (MTS)

DESCRIPCIÓN

Selected livestock are bought from the communities, then fattened and marketed by the Mugie conservancy management on a 'resource sharing' basis – generating income for both the conservancy and the community. This encourages the development of local value chains and market-based incentives for better rangeland management and animal husbandry outside the conservancy area. Breeding, agricultural shows and on-going education in sustainable rangeland management provide support for the longer-term.

Mugie conservancy is a private company covering nearly 20,000 hectares. It is involved in ecotourism, wildlife conservation and livestock production. Simultaneously, Mugie cooperates with community members surrounding the conservancy by fattening and marketing their cattle. Both parties share in the risks and successes of the initiative – and this is key to building trust. Community livestock owners 'resource share' in the program by supplying selected animals in line with standards and a quota stipulated by the conservancy. Currently the cattle are weighed and graded at the conservancy headquarters, but a purpose-built facility on the edge of the conservancy is being constructed for this purpose.

While the conservancy manages the livestock from the community, there is a joint stake in the livestock as the eventual profits are divided. The conservancy takes over full management of the livestock from the community members including herding and grazing, dipping, providing veterinary treatment, monitoring weight, marketing and sales. The division and remittance of funds generated is according to the contract agreed with the community committee. Contracts vary in nature and are often no more than just verbal agreements based on trust. The original owners have visiting rights on Saturdays during weighing and the spray-race, where they inspect their animals and interact with conservancy livestock staff.

The program aims to build value chains, encourage livestock businesses and the local economy through provision of a fair price market for local communities' products. It also strives to build peace across communities and ethnicities - there is no room for fighting when talking business. Developing market-based incentives to produce better quality livestock is another aim, thus stimulating improved rangeland management and a higher standard of animal husbandry. It is also hoped to build a sustainable livestock business for the conservancy to pay for its wildlife and biodiversity conservation efforts - because conservation doesn't pay for itself and tourism is volatile, and can't cover conservations costs in most situations.

The total turnover of the program to-date (April 2018) is approx. US \$ 825,000. The conservancy takes 10% of the sales, plus US \$ 4.00 per animal per month to cover grazing, animal health and management. Cattle are sold live to various brokers and dealers, depending on the market conditions and the quality of the cattle.

This process of community participation and partnership building is nurtured and reinforced in various ways: (i) through continuous outdoor meetings (updates on changes needed to agreements; requirements for livestock; updating on conditions of the market; talking about

LUGAR

Lugar: Louniek region, Laikipia, Kenia

Georreferencia de sitios seleccionados

- n.d.

Dato de inicio: 2017

Año de conclusión: n.d.

Tipo de Enfoque

- tradicional/ local
- iniciativa local reciente/ innovadora
- proyecto/ basado en un programa

the need to maintain a supply of high quality livestock through better rangeland management, etc.); (ii) by development of community committees; (iii) establishing community SACCOs (co-operatives registered with the county government); and (iv) drawing up contracts between the committees and the conservancy.

The implementation of this approach is an ongoing, dynamic and ever-evolving process. However the broad sequence is as follows: (i) introduction of the approach to communities, encouraging them to embrace the idea of improving livestock quality and to enter into an agreement with the conservancy, (ii) formation of committees within the community to ensure that livestock owners are heard and can agree the value of livestock, as well as avenues for communication, complaints and negotiations, (iii) negotiation of contracts with these committees, covering revenue sharing and proposed number of livestock involved, (iv) livestock management, fattening and marketing by Mugie conservancy, (v) continuous monitoring and reviews.

As implementation progresses there are also breeding schemes to introduce better genetic material into community livestock. These improved breeds produce cattle of higher quality for the beef market. Ongoing education and an annual agricultural show increase the potential and awareness of sustainable range management approaches and opportunities to all members of surrounding communities, including livestock producers: men, women and the youth.



Mugie Livestock staff microchipping and inducting community cattle into the program. (Henry Bailey)



Training of animal husbandry approaches at the Mugie Rangeland and Pastoralist Show (Henry Bailey)

METAS DEL ENFOQUE Y ENTORNO FACILITADOR

Propósitos/ objetivos principales del Enfoque

1. Promote peace & stability
2. Incentivise and educate in sustainable rangeland management and use of natural resources
3. Provide local market opportunities
4. Encourage and educate in responsible livestock production in rural areas
5. Encourage local economic growth
6. Ensure sustainable food production
7. Encourage the formation of strong institutions in the area (such as co-operatives, businesses and business-orientated group ranches)

Condiciones que facilitan la implementación de la/s Tecnología/s aplicadas bajo el Enfoque

- **Normas y valores sociales/ culturales/ religiosos:** The use of traditional structures of elders is a great help in bringing members of local communities on board with the program, especially within the Pokot ethnic group.
- **Disponibilidad/ acceso a recursos y servicios financieros :** There has been an initial boost in the area from some banking services to help communities open bank accounts, and encourage the formation of cooperatives. Using these institutions greatly reduces the burden of program administration.
- **Políticas:** The 'Amaya Initiative' that has been set up by the current Governor of Laikipia to boost cooperation between regional county governments has had initial successes in assisting the project through increased security and encouraging peace and stability. It has yet to provide other enabling functions such as control of cattle movement to prevent disease, encouraging/facilitating markets, etc.

Condiciones que impiden la implementación de la/s Tecnología/s aplicadas bajo el Enfoque

- **Normas y valores sociales/ culturales/ religiosos:** Traditional social structures amongst pastoralist communities are commonly collapsing, and therefore the prevailing social norm is for people to try to benefit themselves rather than helping the community at large. Moreover, traditional social structures are dominated by men. Most approaches target elders and warrior age sets to try and distribute knowledge of rangeland management and therefore they do not reach those actually doing the majority of animal husbandry work and having the greatest impact upon the rangelands and biodiversity - namely the women and children.
- **Disponibilidad/ acceso a recursos y servicios financieros :** The majority of people in the area do not have local access to financial institutions. This creates a problem, as without the foundation of trust/insurance that financial services bring, facilitating sustainable trade,

community members don't have the will or ability to invest in productive activities such as sustainable rangeland management and animal husbandry.

- **Marco de trabajo legal (tenencia de tierra, derechos de uso de tierra y agua):** The sub-division of historical ranches in the area has been done on a scale that creates blocks that are too small (12-20 hectare plots) for sustainable livestock activities to be supported. Most of these do not have their own sources of water and this sub-division of the landscape means the greater area is not being managed to maintain essential ecosystem services such as the preservation of groundwater, soils, native forest or grassland biodiversity.
- **Gobernanza de tierras (toma de decisiones, implementación y aplicación):** The lack of law enforcement controlling the movement of livestock hinders efforts to implement value adding techniques and approaches in sustainable rangeland management and associated livestock management approaches through disease, livestock theft, and unregulated utilisation of natural resources. The lack of enforcement of laws supporting the rights of landowners and businesses discourages investment on any scale. The penalties for transgressing some of these laws are also very weak and not commensurate with the risks that their breaches pose to landowners.
- **Conocimiento de MST, acceso a apoyo técnico:** The basic understanding of lifecycles of common wild fodder plants is lacking. This means that the majority of community led initiatives to manage natural resources and mitigate against climate based crises cause more harm to sustainable land management efforts in the medium to long term.
- **Mercados (para comprar insumos, vender productos) y precios:** Poor market access makes it difficult to sustain the program across all the potential revenue situations. There are good markets for well-finished livestock. However, culled cows, for instance, cannot be sold - and these continue to drain resources, both financial and natural. Institutions with large contracts that could provide offtake for such animals do not offer market prices that are sustainable for local businesses. The development of local infrastructure in marketing inputs (medicines, feeds, supplements, extension services, etc.), and value chain addition (slaughter houses, canning factories, cold chain storage, etc.) would help break apparent monopolies that seem to be retarding local markets.
- **Carga de trabajo, disponibilidad de mano de obra:** There is a lack of availability of manpower with the correct skills and training in administration and management and with an understanding and willingness to work in the agricultural sector.
- **Otros:** Availability of seed funds to encourage entrepreneurship and development of local businesses. Most funds seem to be channelled through NGOs who have an aversion to partnership in commercial ventures. Many training sessions that are run by NGOs in surrounding pastoralist areas, when discussing potential stakeholders, rarely mention local businesses. This serves to develop societies and communities reliant on handouts, unwilling to develop their local value chains. The prevailing NGO, development and aid attitude that avoids large for-profit businesses needs to change. Such businesses can be a lynchpin in regional value chains that encourage sustainable approaches, as they guarantee local supply chains and local customer bases, raising local economies, peace and strong institutions.

PARTICIPACIÓN Y ROLES DE LAS PARTES INTERESADAS INVOLUCRADAS

Partes interesadas involucradas en el Enfoque y sus roles

¿Qué partes interesadas/ entidades implementadoras estuvieron involucradas en el Enfoque?	Especifique las partes interesadas	Describa los roles de las partes interesadas
usuarios locales de tierras/ comunidades locales	Land and livestock owners from the immediate area surrounding the private conservancy (from the Pokot, Samburu & Turkana tribes).	Local land users/communities make committees to allocate quotas of livestock to come in to the MTS resource sharing and livestock-to-market program. It is also their responsibility to continue to bring suitable animals for the program. The committees are those to communicate changes and updates to the terms of agreement to the wider community and to help mediate in disputes.
organizaciones comunitarias	Chemiot SACCO - a Pokot youth cooperative set up in the wake of starting the MTS scheme.	Mugie wishes to encourage the development of strong institutions in the area. Mugie hopes increasingly to deal with SACCOs as opposed to committees.
especialistas MST/consejeros agrícolas	RPLRP (Regional Pastoralist Livelihoods Resilience Program) and NDMA (National Drought Management Authority).	Currently, these stakeholders have shown an interest in the project and wish to see how it can be scaled up.
investigadores	Masters and Doctorate students	There has been a little interest from these stakeholders in using the information and databases developed by Mugie. However there has been no feedback and little uptake from them.
sector privado	Mugie Conservancy, various Mugie Trade partners.	To manage the livestock, to finish (fatten) them for the market, market the livestock, remit funds from sales, manage the contracts, provide education on improved rangeland management and animal husbandry. Trade partners provide other inputs and access to markets.
gobierno local	Laikipia County Government, Samburu County Government, Baringo County Government	The respective county governments have shown interest in supporting and further developing the MTS program in order to help develop strong institutions, economy, businesses opportunities and rehabilitate rangelands for better livelihoods in the Amaya Triangle area.

Agencia líder
Mugie Conservancy

Involucramiento de los usuarios locales de tierras/ comunidades locales en las distintas fases del Enfoque

	ninguno	pasivo	apoyo externo interactivo	auto-movilización	
iniciación/ motivación	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Both Mugie conservancy and local land users were involved in negotiations over the period of conflict around the 2017 Kenya presidential elections - out of this innovative resource sharing approaches were developed to benefit all stakeholders. Community leaders were presented with the options and limitations by Mugie management. Committees were then formed under several different themes, and they then negotiated contracts. Community committees continue to be the main point of contact as the program develops organically, balancing the market, environment and needs of various stakeholders. However, the main implementer continues to be Mugie but with integrated community support. Changes in the market are seeing more individual community members using the scheme to market livestock themselves without Mugie involvement, but using the reputation of the brand. Communities raise problems that occur and work hand in hand with Mugie management to resolve issues.</p>
planificación	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
implementación	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
monitoreo y evaluación	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Flujograma

La toma de decisiones en la selección de Tecnología MST

Las decisiones fueron tomadas por

- solamente usuarios de tierras (autoiniciativa)
- principalmente usuarios de tierras con el apoyo de especialistas MST
- todos los actores relevantes, como parte de un enfoque participativo
- principalmente por especialistas MST en consulta con usuarios de tierras
- solo por especialistas MST
- por políticos/ líderes

La toma de decisiones se basa en

- la evaluación de conocimiento MST bien documentado (la toma de decisiones se basa en evidencia)
- hallazgos de investigaciones
- la experiencia personal y opiniones (no documentadas)

APOYO TÉCNICO, FORTALECIMIENTO INSTITUCIONAL Y GESTIÓN DEL CONOCIMIENTO

Las siguientes actividades o servicios fueron parte del enfoque

- Construcción de capacidades / capacitación
- Servicio de asesoría
- Fortalecimiento institucional (desarrollo institucional)
- Monitoreo y evaluación
- Investigación

Construcción de capacidades/ capacitación

Se proporcionó capacitación a las siguientes partes interesadas

- usuarios de tierras
- personal de campo/ consejeros

Forma de capacitación

- en el contexto de trabajo de agricultor a agricultor
- áreas de demostración
- reuniones públicas
- cursos

Temas avanzados

Grazing management, rangeland management (planning), Lifecycles of plants, water cycling, solar cycling, mineral cycling, importance of suitable breeds, market awareness, forming (SACCO), Basic business planning.

Fortalecimiento institucional

Se fortalecieron/ establecieron instituciones

- no
- sí, un poco
- sí, moderadamente
- sí, mucho

en el siguiente nivel

- local
- regional
- nacional

Describe la institución, los roles y las responsabilidades, miembros, etc.

Cooperatives (SACCOs), Community Conservancies, Local businesses.

Tipo de apoyo

- financiero
- construcción de capacidades/ entrenamiento
- equipo

Detalles adicionales

Monitoreo y evaluación

Investigación

La investigación trató los siguientes temas

- sociología
 - economía/ marketing
 - ecología
 - tecnología
- Project developers from Mugie.

FINANCIAMIENTO Y APOYO MATERIAL EXTERNO

Presupuesto anual en dólares americanos para el componente MST

- < 2,000
 - 2,000-10,000
 - 10,000-100,000
 - 100,000-1,000,000
 - > 1,000,000
- Precise annual budget: n.d.
- All funding presently from Mugie.
The program could be greatly improved with outside funding, donations or support.

Los siguientes servicios o incentivos fueron proporcionados a los usuarios de las tierras

- Apoyo financiero/material proporcionado a los usuarios de tierras
- Subsidios para insumos específicos
- Crédito
- Otros incentivos o instrumentos

parcialmente financiado
totalmente financiado

equipo: herramientas
Microchipping for Electronic identification of cattle from Kenya Veterinary Association (KVA)

El trabajo de los usuarios de las tierras fue

- voluntario?
- comida por trabajo?
- pagado en efectivo?
- recompensado con otro tipo de apoyo material?

ANÁLISIS DE IMPACTO Y COMENTARIOS DE CONCLUSIÓN

Impactos del Enfoque

No
Sí, un poco
Sí, moderadamente
Sí, mucho

¿El Enfoque empoderó a los usuarios locales de tierras, mejoró el involucramiento de las partes interesadas?
Local landowners have a financial market based incentive to protect the main conservation area and increase/explore rehabilitation efforts on their own land.

¿El Enfoque facilitó la toma de decisiones basada en evidencia?
Detailed records were kept from the beginning and consulted as evidence for changes to the approach as the program developed

¿El Enfoque ayudó a los usuarios de tierras a implementar y mantener Tecnologías MST?
The program is still relatively new - but there has been strong evidence of changing attitudes towards better rangeland management.

¿El Enfoque mejoró la coordinación e implementación efectiva en costos de MST?
The proper management of cattle is helping to manage grasses and reduce the burden on overgrazed areas within the landscape.

¿El Enfoque movilizó/mejóro el acceso a recursos financieros para implementar MST?
Funding for this has yet to be provided for the area.

¿El Enfoque mejoró el conocimiento y capacidades de los usuarios para implementar MST?
Considerable training has been carried out and discussions have been held with all of the communities surrounding the main conservation area of Mugie, greatly increasing their knowledge - capacity however relies upon security, access to market incentive to implement SLM and above all security of resources and land tenure.

¿El Enfoque mejoró el conocimiento y capacidades de otras partes interesadas?
Training of, and discussions with, other stakeholders have taken place too, raising wider awareness of the major issues and driving causes of rangeland degradation in the area.

¿El Enfoque construyó/ fortaleció instituciones, colaboración entre partes interesadas?
Yes, and continues to do so. The approach shows and provides a framework for further cooperation in economic development, peace building and education as well as sustainable land management and safeguarding of biodiversity.

¿El Enfoque mitigó conflictos?
It has led to great stability in the area and opened up lines of dialogues between different communities, ethnicities, areas, and local government.

¿El Enfoque empoderó a grupos en desventaja social y económica?
The approach has allowed socially and economically disadvantaged groups to benefit from the administration and financial services from Mugie Conservancy and has enabled investments that have shown as much as 37% return on

investments for socially and economically disadvantaged groups that otherwise would never have happened.

<p>¿El Enfoque mejoró la equidad de género y empoderó a las mujeres y niñas? Although this impact has been small, now that trust with communities has been built, further resource sharing products are being developed within the approach to target these groups specifically.</p>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>¿El Enfoque alentó a jóvenes/ la siguiente generación de usuarios de tierras a involucrarse con MST? The Mugie Rangeland and Pastoralist Show (an agricultural show for pastoralists) welcomes all the family and makes them aware of the issues and potential for change through SLM technologies and approaches.</p>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<p>¿El Enfoque mejoró cuestiones de tenencia de tierra/ derechos de usuarios que obstaculizaron la implementación de la Tecnologías MST? This lies within the government's power to change. However, there is a lack of understanding of what the problem actually is, even from local and national government.</p>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>¿El Enfoque resultó en mejor seguridad alimentaria/ mejoró la nutrición?</p>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<p>¿El Enfoque mejoró el acceso a los mercados?</p>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
<p>¿El Enfoque llevó a un acceso mejorado a tierra y saneamiento? Not yet, but as the approach goes forward. Those participating from more affluent social groups will be charged a premium. This will be used for extension services that improve these areas. Education is being given around the potential for communities to develop their own local water cooperatives.</p>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>¿El Enfoque mejoró la capacidad de los usuarios de tierras a adaptarse a los cambios climáticos/ externos y mitigar desastres relacionados al clima? By providing basic financial services, land users can start guaranteeing funds and plans available for climate related disasters. The education and knowledge being provided also increases this capacity, and the off take of animals to finish on managed rangeland for market provides resilience all year round regardless of drought.</p>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
<p>¿El Enfoque llevó a oportunidades de empleo, ingresos? There has been a huge injection of funds into the area through this approach. Employment has also increased through the scheme and can continue to do so as it grows.</p>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

Motivación principal del usuario de la tierra para implementar MST

- producción incrementada
- incremento de la renta(bilidad), proporción mejorada de costo-beneficio
- reducción de la degradación del suelo
- reducción del riesgo de desastres naturales
- carga de trabajo reducida
- pagos/ subsidios
- reglas y reglamentos (multas)/ aplicación
- prestigio, presión social/ cohesión social
- afiliación al movimiento/ proyecto/ grupo/ redes
- conciencia medioambiental
- costumbres y creencias, moral
- conocimiento y capacidades mejorados de MST
- mejoramiento estético
- mitigación de conflicto

Sostenibilidad de las actividades del Enfoque

¿Pueden los usuarios de tierras sostener lo que se implementó mediante el Enfoque (sin apoyo externo)?

- no
- sí
- incierto

CONCLUSIONES Y LECCIONES APRENDIDAS

Fortalezas: perspectiva del usuario de tierras

- Benefits from the increase in the value of cattle. Few other livestock programs achieve this.
- It has created peace in the area.
- There are now opportunities for business growth opening up in the area.

Fortalezas: punto de vista del compilador o de otra persona recurso clave

- This is a key stepping stone in creating resilience in the area and rehabilitating degraded land through the financial market based incentives provided through the approach.
- The approach has provided the necessary financial services and a sustainable road map forward to alleviate poverty through the changing of local attitudes from a wealth based society where the tragedy of the commons is degrading landscapes and societal structures, into a cash based society with strong institutions, a sustainable way of life and future.
- Increase in peace and stability can further provide an incentive for local land users to invest in SLM practices and the return of biodiversity.

Debilidades/ desventajas/ riesgos: perspectiva del usuario de tierras cómo sobreponerse

- Changeability of the market and lack of guaranteed prices. Further banding together to guarantee good products (livestock) dependent upon sustainable rangeland management and agreed contracts with wholesalers.
- Still a lack of good rangeland outside of the main conservation area of Mugie Further increase stability and peace in the area and develop cooperatives of landowners who can rehabilitate and manage their land sustainably using economies of scale. This requires further guarantees of the markets and their products.

Debilidades/ desventajas/ riesgos: punto de vista del compilador o de otra persona recurso clave cómo sobreponerse

- Administrative burden is huge and might prevent replication of the approach to organisations without a body of well-educated staff. Development of a resource sharing management application (App).
- Corruption in the markets and with large-scale contracts for livestock products

REFERENCIAS

Compilador
Peter Tyrrell

Editors
Henry Bailey

Revisado por
Hanspeter Liniger
Rima Mekdaschi Studer
Donia Mühlematter
Joana Eichenberger

Fecha de la implementación: 2 de marzo de 2018

Últimas actualización: 2 de noviembre de 2021

Personas de referencia
- Usuario de la tierra

Descripción completa en la base de datos de WOCAT
https://qcat.wocat.net/es/wocat/approaches/view/approaches_3427/

Datos MST vinculados
n.d.

La documentación fue facilitada por

Institución

- n.d.

Proyecto

- Book project: Guidelines to Rangeland Management in Sub-Saharan Africa (Rangeland Management)

This work is licensed under [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International](https://creativecommons.org/licenses/by-nc-sa/4.0/)

