



Kwale Livelihood Programs

*Practical
insights when
seeking to
create a social
licence*



OUR DEVELOPMENT CONTEXT

Benchmarks taken from the 2018 survey of smallholder farmers ;

- 65% of householders have little, or no more than primary education
- Worsening trends are evident with both boys & girls
- 81% of the households exist on less than US\$1.25/day
- 52% of households contain between 5-10 family members

WHAT IS A SOCIAL LICENCE?

Generally speaking:

- *To create a forum for negotiation whereby the parties involved are heard, understood and respected. Social Licence is a means to earn accountability, credibility, flexibility and capacity for both stakeholders and industry.*
- *Social Licence is process & outcome, focused on conciliation and finding common ground.*

Within a mining context:

- *Establish ongoing acceptance and approval of a mining development by local community members and other stakeholders that can affect its profitability so as to reduce the social risks and the potential for conflict.*

Source: Dr Rochelle Spencer, co-Director,
Centre for Responsible Citizenship and Sustainability, Murdoch University

ELEMENTS OF A SOCIAL LICENCE

A social licence to operate is made up of three components:

- **LEGITIMACY**: *this is the extent to which an individual or organisation plays by the 'rules of the game'. That is, the norms of the community, be they legal, social, cultural, formal or informal in nature.*
- **CREDIBILITY**: *this is the individual or company's capacity to provide true and clear information to the community and fulfil any commitments made.*
- **TRUST**: *this is the willingness to be vulnerable to the actions of another. It is a very high quality of relationship and takes time and effort to create.*

SOLID FOUNDATIONS

1. Deep community co-operation and engagement
 - a. Active collaboration with and by all levels of government and the community
 - b. Deployment and use of regional and representative committees
 - c. Careful management of community expectations, particularly when mining interests are involved. Contributions are offered voluntarily, rather than fulfilling an obligation
 - d. Provision of unambiguous communications on what is being offered
 - e. Delivering on all commitments and agreements, including those made by other project participants
2. Identification with a persuasive vision for the community
3. Expression of social and economic outcomes to ensure appeal and sustainability
 - a. Management of resources
 - b. Improved food and nutritional security
 - c. Expansion of household income
 - d. Facilitate skill development and employment
4. Programs that can be sourced and owned by the community
 - a. Reflective of community priorities
 - b. Build networks amongst farmers
 - c. Stimulate opportunities for local content
 - d. Encourage participation in dedicated value chains
 - e. Deliver ownership/control of assets to the community

MOTIVATED RESOURCES

5. Sustained investment

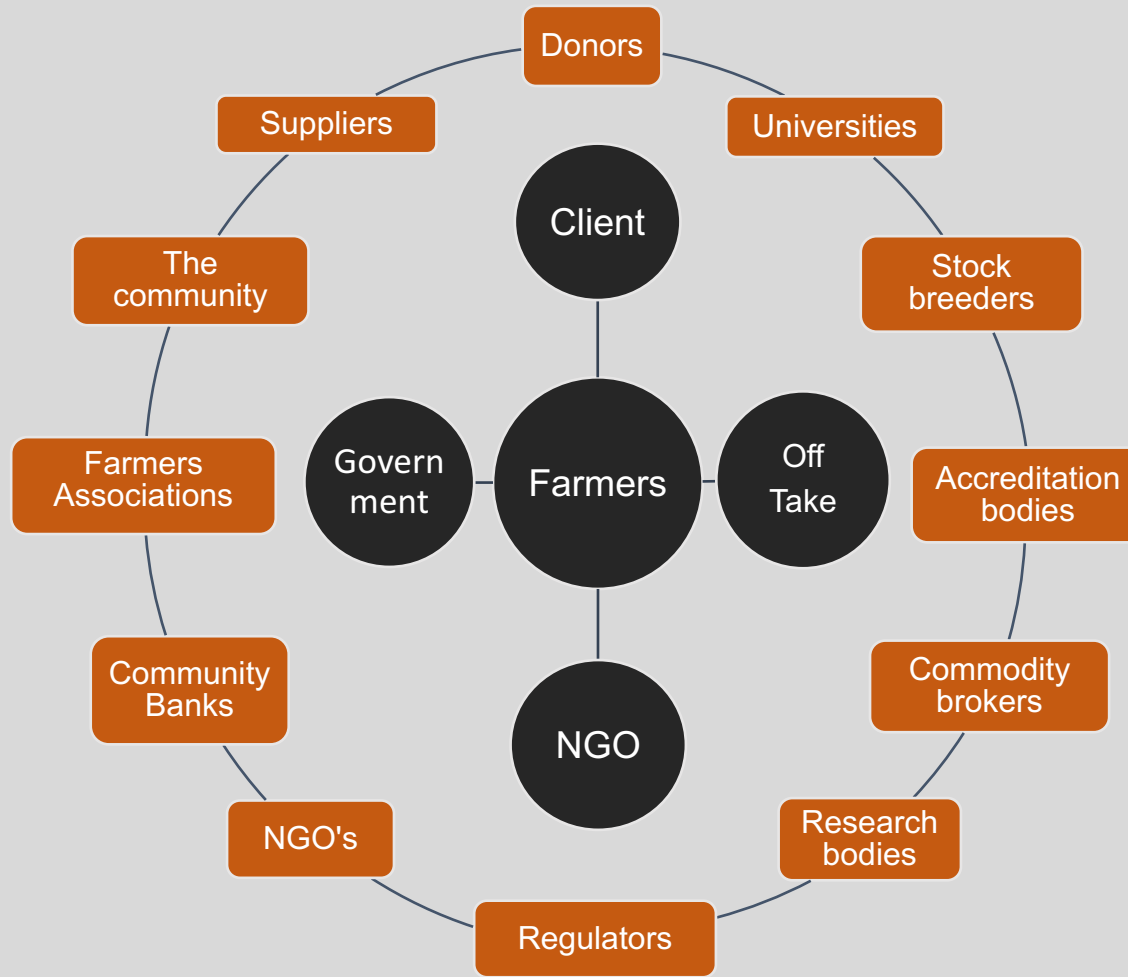
- a. Time
- b. Effort
- c. Resources

6. Partners who understand and accept the responsibility; engendering those who see such investments as being of equal importance as the commercial operations of their respective businesses

7. Broad co-operation, deliberately seek to undertake projects in conjunction with an array of qualified and committed stakeholders

- a. Adds credibility
- b. Provides access to technical resources
- c. Avoidance of added cost
- d. Capturers involvement of those who recognise mutual benefit
- e. Offers capacity for successful implementation and program sustainability

FORMING AN EFFECTIVE ECO-SYSTEM



PRAGMATIC GROUND RULES

8. Deliberate avoidance of instilling a sense of long-term dependence. Sponsor involvement is transitory; responsibility always remains with the community and its government
 - a. Financially
 - b. Operationally
9. Realistic aspirations, yet within this demonstrate the willingness to challenge established practices and thinking
10. Possess a genuine desire and clear focus on creating opportunities for the entire Community
 - a. Equity in program application and availability
 - b. Impartial; avoids being influenced by common stereotypes
11. Sensitivity when framing program content and its execution
 - a. Reflective of smallholder capacity and needs
 - b. Solve the challenges experienced by smallholders
 - c. Ensures the protection of collective interests
 - d. Offering a pathway to farmer/community control

PRAGMATIC GROUND RULES (cont.)

- 12. Avoidance of unnecessary complexity by replicating and borrowing what has successfully worked elsewhere
- 13. Willingness to prove the viability of interventions prior to their implementation with smallholders and amongst the community
 - a. Proof of concept through piloting
 - b. Gradual escalation
 - c. Farmer participation being entirely voluntary
- 14. Acceptance that programs take time to execute and mature
- 15. Acceptance that not everything will work as expected
 - a. Environmental influences
 - b. Pace of adoption
 - c. Side-selling
 - d. Fraud and awkward farmer behaviour

SYSTEMATIC DELIVERY

16. Sharing plans, priorities and achievements amongst all partners and program participants
17. Assignment of specific accountability
18. Adoption and use of readily identifiable and trackable metrics
19. Consistent stakeholder monitoring and follow up
 - a. Formation of committees to strengthen co-ordination and monitoring
 - b. Obliging the active participation of all stakeholders
 - c. Committees assigned responsibility for program delivery
20. Encourage flexibility; partnership roles change as programs mature
 - a. Initially instigators and managers
 - b. Transitioning to mentors
 - c. To advisors
 - d. And finally auditors
21. Ensure compliance with established processes
 - a. Social dynamics
 - b. Gender inclusiveness
 - c. Environmental sustainability
 - d. Ethical guidelines
 - e. Agricultural practices
 - f. Market requirements



1. Conduct soil tests to ensure suitability
2. Address any nutrient deficiencies
3. Employ fresh farming techniques & practices
4. Be ready to use all available rainfall
5. Prepare the site to ensure good moisture retention
6. Use all farm inputs effectively & as instructed
7. Use only certified seed
8. Fill gaps where seed has not germinated
9. Reduce competition for nutrients by removing weeds
10. Monitor crop frequently to assess threats & needs
11. Safe application of crop protective agents
12. Harvest correctly & carefully
13. Use clean bags to gather & store the crop
14. Plan sensible field rotations
15. Member of the farmers' co-operative



Business
for
Development

SOME ENCOURAGING PROGRESS

“Adoption of agriculture in rural Kwale has been low due to low levels of mechanization, lack of access to agricultural inputs such as seeds, fertilizers, tools and equipment and more specifically lack of skills and knowledge of best farm management practices. In addition, environmental, economic and socio-political constraints have in the past contributed to the low levels of adoption. Base Titanium managed to roll out a successful agriculture programme that has seen over 2,500 farmers representing over 10,000 people benefiting from the programme. The agriculture programme is widely getting cognizance from the county governments and the country at large as a pathway to poverty alleviation and growth and development.”

Base Titanium is substantially contributing to the Kwale county’s agenda of improving the lives of 8 out of 10 people in Kwale county living below the poverty line of less than USD 1.25 a day.”

“Farmers identified at least five benefits they have received since enrolling in the agriculture programme, these include being able to afford food, able to afford school fees, acquired more assets and able to afford health and water services.”



GENDER INCLUSION

- Encouraging female engagement has been undertaken cautiously and in consultation with the community
- Meaningful progress is being made
- Women currently represent;
 - a. 40% of those attending community meetings
 - b. 75% of those receiving training under our programs
 - c. 30% of PAVI Co-operative's membership
 - d. 65% of the account holders with Kinondo Community Bank Limited
 - e. 70% of deposit holders with Kinondo Community Bank Limited
 - f. 45% of the account holders who have secured loans from Kinondo Community Bank Limited
 - g. All those who's poultry flocks have expanded to over 100 birds