

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



DEPARTMENT OF DEVOLUTION, COUNTY ADMINISTRATION, PUBLIC SERVICE
AND YOUTH

COMMUNITY DEVELOPMENT POLICY

(A Framework for Strengthening CBOs, FBOs, Self-Help Groups and Local
Development Actors for Collective Action and Collaborative Results)

*Theme: Positioning Communities as Drivers for Sustainable Development at the era of
the emancipation of devolution and the Public Participation Principle of the
Constitution of Kenya, 2010*

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ABBREVIATIONS & ACRONYMS

ADC	Area Development Committees
CBOs	Community Based Organizations
C& DE	Civic and Development Education
CDCs	County Development Committees
CDCs	Cluster Development Committees
CEC	County Executive Committee
CG	County Government
CSOs	Civil Society Organizations
CGA	County Governments Act
CIDP	County Integrated Development Plan
CSO	Civic Society Organizations
DFRD	District Focus for Rural Development
FBOs	Faith Based Organization
NSA	Non- State Actors
PLA	Participatory Learning Action
PPA	Participatory Poverty Assessments
PRA	Participatory Rural Appraisal
PWD	People with Disabilities
SD	Sustainable Development
UNDP	United National Development Programme

PART ONE

INTRODUCTION

1.0 Introduction to the Community Development Policy

This Community Development policy aims at deepening the county's practice of Public Participation, meaning the mobilization and empowerment of the Communities of Makueni to exercise their powers in decision making in order to promote their development. The policy provides a framework for the operationalization of development committees and generally, the structures set out by the public participation and Civic Education Policy. The policy is formulated in response to the provisions of the exercise of powers to self-governance, the exercise of the people's sovereignty in the context of poverty, illiteracy, dependency syndrome that constrain significant sustainable development in the era of devolution.

The United Nations (UN) defines community development as "an approach which relies upon local communities as units of action and which combines external assistance with local development resources and stimulates local people's initiative and leadership". Significantly, community development contributes to the realization of social development, which refers to the well-being, and fulfilment of individuals, groups and communities.

In Makueni County, community development also referred to as public participation in development/participatory development entails mobilization of communities, groups, households and individuals for socio-economic growth and self-reliance. The process began in FY 2015 through the establishment of the first cohort of development committees and inauguration of the Makueni Non-state Actors Engagement Forum. In the second cycle of development committees, the county government sought to deepen that participation with a view of strengthening the people socio-economic transformation at community level, as discussed in this policy.

1.2 Legal Framework

The policy recognizes the role played by communities' participation in development as direct initiators of development, management sustaining investments done to them and communities as resource mobilizers. Effective community participation in the decision-making processes and during implementation leads to ownership, which is very vital for effective and sustainable development.

The policy is anchored on the Constitution of Kenya, 2010 that recognizes communities as the primary drivers of their development processes. Chapter 11 Article 174 (d) recognizes the right of communities to manage their own affairs and to further their development; Chapter four Article 19 states that, the Bill of Rights is an integral part of Kenya's democratic State and is the framework for social, economic and cultural policies; and the Fourth Schedule Part 2, Section 14 outlines the role of communities in

ensuring and coordinating their participation and having their administrative capacities developed for the effective governance.

The policy is also anchored on the County's Vision 2025, and the national Vision 2030, which are critical development blueprint expected to guide the county's development in all its forms. The County's community development policy will contribute immensely to the realization of the County's CIDP 2018-22 thematic Areas especially: Community Economic Empowerment (this thematic area comprises of agriculture, livestock and fisheries; trade, industry, co-operative and tourism) and Water Resource Management that are the key county's drivers for economic, social and political development that the CIDP and Vision seeks to achieve.

The policy promotes the Sustainable Development Goal **(SDG #16)** that calls for building participatory, effective, accountable institutions "at all levels" – seeking greater collaborations of the community based organizations, faith based organizations, civil society groups and local development organizations which must start at the level closest to the people, and are key facilitators of the implementation of all other SDGs.

The policy is arrived at as a critical stage of intensifying public participation for the realization of socio-economic transformation through the people's own contribution. This is because community development encompasses the people and the whole process of organizing and preparing individuals and communities to undertake development processes for improved livelihoods in a clean and secure environment.

1.2 Situational Analysis

Community development/participatory development practice has evolved over time both globally and locally. Nationally, the District Focus for Rural Development Strategy (DFRD) introduced in Kenya in the early 1980's provided the initial attempts of the country towards community development practice. This strategy led to the establishment of Locational Development Committees (LDC's) and District Development Committees (DDC's) as structures for enabling public participation in development that was limited to identification of community needs by officers at lower levels as opposed to the citizens. These attempts were overshadowed by the dominant role of the provincial administration, which used the system to exercise political control, subverting its potential benefits. Local Authorities in Kenya equally fell captive to elite political control, and became synonymous with corruption, insolvency and poor service delivery.

Further attempt was the creation of the Local Authority Service Delivery Action Plan (LASDAP) which was adopted as a framework for development with a view of overcoming the challenges posed by the earlier strategy. Considerably, LASDAP achieved significant success in devolving resources, building local accountability and transparency as well as in the creation of a harmonious relationship between citizens and the respective Local Authorities

The Constitution of Kenya enabled the implementation of community development practice through the establishment of Constituency Development Fund (NGCDF), Women Enterprise Fund (WEF), Uwezo Fund and Youth Enterprise Development Fund (YEDF) among others. These funds have increased the interaction between the communities and the funds however the desired engagement and involvement of the communities in their own development has not been adequately realized. However, the communities lack relevant knowledge, entrepreneurship, leadership and governance skills to manage these projects which sometimes lead to unsustainability of the initiatives.

In the county, attempts towards community development can be traced back to the FY 2015/16 through the establishment of development committees and their functioning which have not been effective for lack of legal frameworks that enforce their operationalization. The county's Public Participation Policy established the structures, roles and responsibilities of the structures as the initial step towards enhanced participatory development practice. The community development policy therefore emerges in support of the operationalization of these people structures and opening them up beyond participation towards the gain from the county's own resource revenue and the national share but also promoting the mobilisation of the population to alleviate their own poverty.

1.3 Challenges

The County's public participation process is still at their infancy and evolving towards facilitating development. The processes have facilitated decisions towards county's policy formulation, bursary allocation, political participation, distribution of the county's own resources and national revenue (Budgeting) among other areas of public participation. However, the processes have not been keen on facilitating the communities' economic empowerment. The situation was fuelled by the following challenges addressed through this policy:

- 1) Ineffective coordination of FBOs, CSOs and other non-state Actors working in the county under the era of devolution;
- 2) Lack of a county development policy to operationalize the development committee structures towards championing community economic empowerment
- 3) Low recognition among Development agencies and partners that communities can initiate community development programs beyond their contributes to their issues for government and non-state actors programming;
- 4) Low capacity of staff in facilitating participatory approaches making public participation more effective, credible and applicable at community level. Although the county has entrenched bottom up approaches there remains capacity gaps among officers involved and that, more development agencies commonly use the top-bottom approach, which has been a major hindrance to effective implementation of community projects;
- 5) Low capacity of communities towards community led development. Most communities have inadequate knowledge and skills, limited access to information and negative attitude, which hinders effective implementation;

- 6) Poor resource management at the community level. This can be attributed to ignorance on the importance of existing local resources and lack of expertise on the effective management of the available resources.
- 7) Lack of a legal framework leading to the initiation of research towards community development in the county.

1.4 Rationale for the Policy

The purpose of the policy is to provide a framework for the enhancement of the county's practice of Public Participation with a view of empowering the Communities of Makueni to exercise their powers in decision making in order to promote their development. It promotes the presence of rural and urban communities in the driver's seat, and give them a new set of powers, rights and obligations (a human rights approach to development). These include:

- a) the right to be treated as people with capabilities, not objects of pity;
- b) the power to plan, implement and maintain projects to serve their felt-needs;
- c) the right to hold politicians and officials accountable;
- d) the power to command local bureaucrats instead of being supplicants;
- e) the power to hire, pay and discipline those who provide frontline services;
- f) the right to a share of government revenue;
- g) the power to levy user charges and local taxes in projects managed by themselves;
- h) the obligation to enable women, ethnic minorities, the poorest and other excluded groups to participate in economic development;
- i) The obligation to be accountable to local people, not just governments or donors.

Since 2015, the practice of public participation in the county has been occasioned with a view of developing plans, bursaries, and budgets among other decisions that bring about economic, social and cultural development. However, the cost of implementing the decisions made through the people and improving their social and economic services has been raising too fast against diminishing funds.

The policy therefore recognizes the communities as core players not just to plan for what other players can do but what they can do. In such an approach, the government will have the responsibility to create a conducive environment for the people to champion their development as other parties such as the NGOs, FBOs and governments. This environment empowers communities to identify their needs, formulate action plans/strategies to solve and implement their plans by utilizing largely their own resources on a self-reliant basis. The policy therefore gives guidelines on how the communities will be helped to build their capacity and implement their responsibilities towards achieving this self-reliance.

1.5 Vision, Mission and Objectives

The Community development policy deepens participation of the people of Makueni through mobilizing and empowering them to exercise the powers in decision making in order to promote their development and emancipate the promise of the advent of

devolution in Kenya. The policy among other things takes into consideration that communities are still confronted with extreme poverty, illiteracy, environmental degradation, emergencies and disasters, social cultural traditions that constraint development.

1.3.1 Vision and Mission

In this policy, the County Government envisages *a community that is organized, self-motivated, hardworking, forward-looking, and has the ability to exploit local potential with innovations geared towards sustainable development.*

The mission of the community development policy is *to ensure effective and sustainable participation of the community in its own development, in order to achieve poverty reduction and self-reliance based on the sustainable exploitation of available resources.*

1.3.2 Scope and Objectives

Community development is essentially about the capacity of the communities to solve their own problems. Through the public participation and civic education policy, the communities have been organized structurally from the area, cluster, sub ward, ward, and sub county/Towns/urban centers. The community development policy takes this people structures to the next level by consolidate their efforts under their prevailing socio-economic conditions to better their standards of living through increased economic output, improves public services, enhanced security and voice.

Therefore, the objectives of the policy include:

- a) To enable the people of Makueni as individuals, families/households, groups/associations to contribute to the government objectives of self-reliance and participation more towards their socio-economic transformation
- b) To bring about more meaningful Operationalization of the structures of public participation put forth by the public participation and civic education policy.
- c) To Strengthen legislation for greater community organizing towards creation of sustainable community development models and co-creation of local development agencies as well as mechanism for support and grant management for community based proposal and implementation
- d) Provide a framework for community driven development as an effective mechanism for poverty reduction, complementing market and government-run activities by achieving immediate and lasting results at the grassroots level.
- e) Promote civic/development education that enables the communities beyond participating to bring needs to the government but also that they can have the

resources they need and the ability to identify and utilize available resources to reduce poverty.

- f) Recognize and emphasize that the individuals and household of Makueni are the basis for community development
- g) Provide a framework that advocates to governments and development institutions responsible for service delivery to recognize that communities are responsible for bringing about their own development and thus their support should be aimed at strengthening the communities efforts
- h) To provide a framework that advocates to the people of Makueni on the importance of electing good leaders and participating with them in leadership and development activities with a sense of cultivating own development.
- i) To assist in furthering the government's efforts towards responding to the people's basic needs especially food, nutrition, health & sanitation, Education, Water, technology and energy.

1.6 Expectations of the Policy

The outcomes of the policy include:

- a) To build a self reliant community with sufficient income to lead a good life
- b) A self-governing and self reliant county

1.7 Guiding Principles

The principles underlying the County policy on community development include;

- **Citizen Control modeling of Public Participation:** Local communities' hold the key to sustainable development. They have the capacity to take charge of their own development and hence their effective participation is indispensable. Participation should be mobilized and concentrated at the lowest operational level e.g. the areas and clusters
- **Common Benefit:** Communities should be driven to identify projects which are productive and beneficial to a larger proposition of the communities (sub ward, ward, sub county) and contributes to the improvement of the lives of the most deprived.
- **Exploitation of local potential:** Communities should first deploy locally available socio-economic and cultural resources, including mobilization of capital and savings to solve their problems and seek external resources to build on these and fill the necessary gaps
- **Enhancing a culture of transparency and accountability:** the community development policy promotes horizontal and vertical accountability between the government and the citizens. It promotes active oversight of all development programs by the communities at all levels.

- **Collaboration between sectors and partners:** this will promote efficient integrated community development approaches, partnerships between communities and departments, donors and development partners.

PART TWO

POLICY PRIORITY AREAS

2.0 Key Policy Areas Addressed by the Policy

The policy addresses the following key thematic areas:-

1. Community Driven Development
2. Participatory approaches in community development
3. Community empowerment
4. Resource mobilization and management
5. Community collaborations, partnerships and linkage of Community Action Plans to county and Development Partners Plans and strategies
6. Conflict management in community development
7. Research, Innovation and ICT In Participatory Development
8. Strengthening the County's development Committee structures
9. Strengthening the Community Development Profession at the County level

2.1 Community Driven Development

Community - driven development is the bottom up approach where communities deliberately initiate projects and programmes to address own felt needs or come up with solutions to existing community problems. Most of the community initiatives are on poverty reduction, food security, health care, primary education, safe water and sanitation and income-generating activities among others. The initiated projects or programmes contribute to improved livelihoods at household, community and by Extension County and national level.

2.1.1 Policy Concern

Governments, Development agencies and partners in most cases fail to recognize community initiatives or base their programmes on the community own initiatives. The county has overcome this phenomenon and has tried to influence development actors implementing in the county to adopt the people centred approaches. The policy seeks to strengthen the ongoing public participation modelling practice of the county for adoption by all players. Limited involvement of communities in development initiatives usually leads to stalling of initiated projects, abandonment, mismanagement or underutilization of the completed projects.

2.1.2 Policy Statement

- The government shall promote, recognize, support and strengthen community driven development through which people or communities are brought together to identify felt needs, available resources, plan, carry out and evaluate activities on a participatory basis.
- While organizing communities for practice of community led development, the county government shall strengthen community multi-sectoral approaches for effective sustainable development and governance.

2.1.3 Policy objective

- To promote community action planning and community driven development initiatives
- To promote the development of the county's guidelines for community action planning and implementation of community based development strategies
- Promote and enhance the use of indigenous knowledge in community development
- To strengthen community sectors towards inter-sectoral community based planning for sustainable rural and urban development.
- To create greater linkages between communities and development partners on community initiatives and priorities

2.2 Participatory Approaches

Participatory approaches are tools used by development practitioners to facilitate communities' effective participation in decision-making process. The tools are used to promote effective and efficient implementation of projects and programmes. There are a variety of approaches that are used in community development work by different development actors in identification, prioritization and implementation of programmes. Some of these include Participatory Learning and Action (PLA), Participatory Rural Appraisals (PRA), Participatory Poverty Assessments (PPOA) and Asset Based Community Development (ABCD) among others.

2.2.1 Policy Concerns

Participatory approaches make public participation in development more effective, credible and applicable at the community level. However, where they are applied community's felt needs are not adequately addressed due to minimal community involvement, engagement and capacities of officers responsible for public participation initiatives. Inadequate resources and skills also limit the application of these approaches by the communities and other development actors.

2.2.2 Policy Statement

- The government shall promote and facilitate the application of participatory approaches in community development.

2.2.3 Policy objective

- To strengthen the capacities of community based organizations, communities, departments and participatory development workers for effective participation and implementation of projects and programmes.
- Institutionalize and enhance the application of participatory research approaches and methods in public participation for development
- Enhance the delegation of powers to the various development committees' involvement of communities in championing decision-making processes.
- Mobilize adequate resources for community participation in development processes
- Enforce the application of participatory development approaches by communities and development agents
- Enhance access to ICT by communities and development actors

2.3 Community Empowerment

Community empowerment refers to the process of building the capacities of the communities to take charge of their own development. Empowerment entails funding, training, education, awareness creation, sensitization and involvement of the people in programmes and projects implementation.

2.3.1 Policy Concerns

Community empowerment is critical for community led development and community development in general. Development committees, communities and officers require impartation of knowledge, skills and positive attitude that comes because of mind-set change. Most communities have inadequate knowledge and skills, limited access to information and negative attitude, which hinders effective implementation, management and sustainability of projects and programmes. Empowerment is critical in enhancing effective leadership and governance, transparency and accountability, and proper management of community resources. Since majority of communities are not adequately empowered, there is lack ownership and high incidences of conflict, non-completion, abandonment and or stalling of projects.

2.3.2 Policy Statement

- The government in collaboration with stakeholders shall build and strengthen the capacities of communities, development committees, project management committees and sustainability committees for effective participation in community development.

2.3.3 Policy Objective

- To strengthen and build the capacities of communities, development committees, project management committees and sustainability committees for effective participation in community development.
- Operationalize capacity building frameworks and training manuals for Communities
- Strengthening community engaged scholarship and advocacy

2.4 Resource mobilization and management at community level

Resource mobilization is a process of securing inputs for implementation of Community Development programmes and projects. There are three types of community resources namely; social, cultural and economic/physical resources. Some of the resources include materials, money, time, Skilled and unskilled labour. All resources are inter-related and are all equally important.

Management of resources is about the effective and efficient deployment of available resources when and where they are required. Therefore, management of resources is about using what you have to get what you want. Viewed from this perspective the community is in itself a resource. In addition, community resource management entails control, availability, general direction and timing. Community resource management is also concerned with allocation of the social economic value attached to these resources.

2.4.1 Policy Concern

Poor resource management can be attributed to ignorance by community members on the importance of existing local resources and lack of expertise on the effective management of the available resources. It is vital to help the communities to understand the distinctions between private, common pool (community resources) and public resources. This understanding helps the communities to invest in ways of managing the resources sustainably and avoid acting in ways that are harmful to their resource base. Therefore, it is prudent for communities to be assisted to manage resources effectively and efficiently for sustainable community development.

Weak implementation structures due to the absence of a legal framework and guidelines results into uncoordinated programmes and projects in community development, which affects their sustainability. In addition, this situation is worsened where some enlightened groups take advantage of the weak partner coordination and end up benefitting more at the expense of others.

2.4.2 Policy Statements

- The government in collaboration with other stakeholders shall facilitate resource mobilization and management for community development.

2.4.3 Policy Objectives

- To promote efficient and effective mobilization and management of community resources.
- Build capacities for communities and development agents on effective resource mobilization and management
- Plough back revenue raised from projects handed over to communities for the advancement of the beneficiary community and maintenance of existing projects
- To promote small grants to communities towards support for community development initiatives and proposals
- Establish the sub county level development committees as legal entities with bank accounts that finances from grants, donations, and taxes for project sustainability programming can be channelled for community development.

2.5 Conflict Management in Community Development

Conflicts in community development can arise from the interactions either between individuals, communities, development actors or from their interventions. However, with effective management, conflicts provide an opportunity to strengthen the bond between the parties involved and could lead to enhanced implementation. Therefore, there is need for peace building mechanism/alternative dispute resolutions as a prerequisite for harmonious co-existence.

2.5.1 Policy Concern

Conflicts lead to slow implementation or stalled community development projects and programmes which in turn cause delayed service delivery to the beneficiaries and compromise the objective of community development initiatives. It also contributes to wastage of time, financial resources, injuries, death and, disunity among community members. In some incidences, conflict can also lead to the total collapse of projects.

2.5.2 Policy Statement

- The government shall promote efficient and effective conflict resolution and management mechanisms in community development.

2.5.3 Policy Objective

- To develop and strengthen structures and mechanisms for sustainable conflict management amongst community development actors.
- Develop and implement a conflict resolution and management manual
- Strengthen the project led Grievance Redress Mechanism at PMC and departmental levels
- Build and strengthen capacities of communities, departments and development actors on conflict resolution and management mechanisms

- Identify, establish and strengthen community structures and institutions for conflict resolution and management.
- Promote alternative peace building, dispute resolution and management mechanisms in community development.

2.6 Research and Innovation in Participatory Rural and Urban Development

Research is a systematic way of gathering data, analysing and dissemination of information. Research in community development yields critical knowledge and information necessary for effective decision making in respect of community development interventions as well as their social impact. Innovation is an improvement of an original idea or system to add value or enhance its effectiveness. ICT refers to devices, applications, networks and software used to access, analyse, store and retrieve data and information. Public Participation Practice advocates for the use of radio, television, mobile phone and computer in the collection of community issues, community feedback and timely access of information. Harnessing ICT for community development is critical as it eases the way of doing business, reduces costs, saves on time, fosters good governance and standards as well as enhances communication.

2.6.1 Policy Concern

There is inadequate funding for research and of promoting innovations in community development. Additionally, research and innovation findings by the academia and other institutions has little linkage and coordination in community development. Utilization, promotion and documentation of indigenous technical knowledge is also minimal. Low access to ICT by community members coupled with its very dynamic nature as well as inadequate skills and poor infrastructure especially in the rural areas limits the utilization of ICT in community development.

2.6.2 Policy Statement

- The government shall promote and facilitate research, innovation and use of ICT in community development.

2.6.3 Policy Objectives

- To promote research, innovation and use of ICT for informed decision-making, efficient and effective implementation of community development programmes.
- Facilitate and conduct research on community development including linking researchers to county's community teams
- Disseminate the research findings for improved programming and implementation of CD programmes
- Identify and promote innovations in community development

- Promote and enhance the use of indigenous knowledge in community development
- Establish networks amongst researchers, community development practitioners and communities to exchange knowledge, ideas, skills and best practices in CD
- Conduct training needs assessment for communities and actors in relation to ICT, research and innovation.
- Promote alternative peace building, dispute resolution and management mechanisms in community development.

2.7 Strengthening the County's development committees

The primary driver for community development are the development committees. Their continuous capacity building, delegation of powers and utilization drives the formation of communities of practice in participatory development work.

2.7.1 Policy Concern

- Inadequate capacity development and mentorship of development committees delay the outcomes for community development work.

2.7.2 Policy Statement

- The government shall promote mentorship and the exercise of delegation of powers to development committees for the enhancement of community led development.
- The government shall enact a law that strengthens the roles and functions of development committees

2.7.3 Policy Objectives

- Enactment of a county law on community development that strengthens the County Development Committees' functions.
- Delegation of powers to the committee and its strengthening towards advancing this policy and public participation practice in general.
- Enforcement for the implementation of Annual Public Participation plans
- Strengthening sub county level development committees towards local development organization

2.8 Community collaborations, partnerships and linkage of Community Action Plans to county and Development Partners Plans and strategies

The realization of responsive and people driven development requires effective public participation in all stages of project cycle. Active involvement of the citizens often legitimizes identification with development programmes and projects and ownership of the implemented interventions.

Collaboration and partnership entails agreements and actions made by consenting departments/sectors or parties to share resources to accomplish common development objectives. Community development is undertaken by many players such as government agencies, development partners (DPs), private sector agencies, NGOs, CSOs, VIOs, FBOs, communities among other stakeholders. Most of these actors are based at the County where community development interventions are implemented.

Collaboration and partnerships help in producing synergy, raising community awareness, sharing scarce resources, overcoming obstacles, avoiding duplication of efforts and increases access to resources.

Policy Statement

- The government shall promote collaboration and strengthen partnerships for efficient and effective implementation of community development projects and programmes.

Policy Objectives

- To strengthen collaboration, partnership, networking and synergies amongst community development actors (Non-State Actors/Civic Society and FBO engagement)
- Map out and establish a data bank of community development agencies and partners
- Establish structures to coordinate and monitor the operations of community development agencies and initiatives.
- Build and strengthen the capacities of institutions and structures promoting and undertaking community development initiatives.

2.9 Legislation and Strengthening the Community Development Profession at the County level

If the Community Development Policy is to be implemented successfully, it is imperative that the profession and professionals of the community development sector are strengthened. These includes officers that enhance service delivery in the field especially in the provision of basic needs such as public health, agriculture, water, participatory development workers, and social development. These professionals are development catalysis.

The Empowerment of the participatory development workers program leads to the empowerment of the communities. In carrying out their roles, the participatory development workers are guided by the following: They go to the people, they live with them, learn from them, identify development priorities with them, plan with them, collaborate with experts from other departments and development agents to implement community concerns, enable communities to manage their projects and evaluate together with the people.

2.9.1 Policy Concern

- Inadequate capacity development of staff facilitating participatory approaches in development. The effectiveness, credibility and applicability of community development is dependent on the capacities of the staff living among the communities and championing the community development processes. Although the county has entrenched bottom up approaches there remains capacity gaps among officers involved and that, more development agencies commonly use the top-bottom approach, which has been a major hindrance to effective implementation of community projects.
- Similarly, there is no forum that brings the community development practitioners together to exchange ideas, skills and best practices and also to address their concerns.

2.9.2 Policy Statement

The government in collaboration with other stakeholders shall develop and provide a legislative framework to ensure effective coordination and professionalism in community development practice at county level.

2.9.3 Policy Objective

- To develop a legislative and coordination framework for community development practice, local development organizing and management of community development in the county.
- To strengthen of community development profession at the county level including sharpening field skills, refresher courses, upgrading and benchmarking.
- To initiate the handbook for participatory development workers program that guides the establishment of core services, identification of a pathway towards an effective career development and competency against expected standards and professionalism.
- Establishment of the County School of Development Studies
- Organize and register a county body for community development Professional forum as a think tank towards progressive socio-economic development, innovations and networking with countries/associations leading in participatory development practice

PART THREE

INSTITUTIONAL & IMPLEMENTATION FRAMEWORK

3.0 Mobilization and Coordination Mechanism

The Department responsible for participatory development shall spearhead the mobilization, coordination and implementation of the policy in collaboration with other stakeholders. The policy ensures the strengthening of the county development committees at various levels for sustainable community driven development through the functions of public participation and the exercise of their sovereignty.

3.1 The Role of Stakeholders in Community Development

Development partners including civil society organisations (CSOs), the private sector, Faith Based Organizations (FBOs), Non-state Actors and development agencies play a critical role in the implementation of the policy. Their roles and responsibilities vis-à-vis community development are set out below:

S/no.	Stakeholder	Roles and responsibilities
1.	Civil Society Organizations (CSOs)	<ul style="list-style-type: none">• Contribute to the capacity building, consultative forums and thematic groups to debate on issues pertaining to local development;• Get involved in all phases of development programs, from the conception to the evaluation phase;• Act as a catalyst of development initiatives and propose appropriate actions to the Government;• Contribute to the construction and promotion of positive values (solidarity, unity, truth etc);• Consult the population in order to represent and protect its interests;• Provide feedback to the population on commitments made, on policies and lessons learnt.
2.	Faith Based Organizations (FBOs)	<ul style="list-style-type: none">• Act as a catalyst of development initiatives and propose appropriate actions to the Government;• Complement community projects' implementation• Contribute to the construction and promotion of positive values (solidarity, unity, truth etc);• Consult the population in order to represent and protect its interests;• Advisory to the county Government
3.	The Private Sector (Contractors/Consultancy Firms/SME/Credit Facilities/Economic Interest)	<ul style="list-style-type: none">• Produces goods and services necessary for the implementation of programs, projects and community actions;• Develop a local infrastructure• Act as a catalyst in the promotion of rural economy and of local investments;• Provide financial support, to community initiatives through the system of micro-finance and build viable microfinance institutions;• Create local employment for people not employed in the public

S/no.	Stakeholder	Roles and responsibilities
	Groups/Professional Groups	<ul style="list-style-type: none"> sector; Increase mutual accountability in implementation of public works by instituting checks and balances ; Contribute to the broadening of the knowledge base by investing their profits into research and development, innovations and skills development.
3.	Development partners (donors and Local Non-State Actors)	<ul style="list-style-type: none"> Provide financial and technical support to targeted interventions in the Clusters Contribute to the financing of programs, projects or any other community development activities; Support and advise the government on improving coordination including the harmonization of interventions; Organize and participate in consultative meetings with all stakeholders through clusters or joint action development fora; Assist development committees in the conception, development, implementation, monitoring and evaluation of development projects; Build capacity of the development committees and communities and provide financial support in form of grants or credits; Assist technically in utilization of proven new technologies.
4.	County Government	<ul style="list-style-type: none"> Develop policies, programs and strategies for effective community development; Mobilize required resources for the implementation of the programs; Build capacity of the staff charged with participatory development programming; Evaluate and monitor implementation of these policies and programs. Harmonize the community-based initiatives with the sectoral strategies, County plans and Budgets, norms and standards.
10	Communities	<ul style="list-style-type: none"> Effectively participate in community action planning and implementation of programs for ownership and sustainability. Voice their views in the provision of local solutions to their needs and challenges Sustainably utilize investments made by themselves/donors/private sector/governments for the communities prosperity Contribute material, labor and financial support for the implementation of community development programs Lobby for the implementation of the policy participate in Community based monitoring initiatives/social accountability forums Effectively manage all household and community assets and resources

3.2 Paradigm Shift in the Operationalization of Development Committees

The county development committees are strengthened towards the driving of the development processes as follows:

S/no.	Level of Development Committee	Paradigm considerations
1.	Area Development Committee	<ul style="list-style-type: none"> Assists the population to identify their priority needs and appropriate solutions using first locally available resources Prioritize the problems and solutions through Community Action plans; Initiates and coordinates the implementation of Community Action Plan implementation projects at the household and community levels; Informs households of available opportunities that are viable, profitable and marketable; Register as a member of the cluster development association Supervises the utilization of the area development initiatives/budget which integrates community funds loaned through the cluster and monitors the contributions of different partners to the development of the Area; Serves as guarantee for funds loaned to the community; Prepares and submits reports to the Cluster Development Committee; Sensitize the population and ensures the security of property ; Ensures the principles of environment protection are respected in all projects implemented in the Area.
2.	Cluster Development Committee	<ul style="list-style-type: none"> Consolidate, Harmonize and Validate the Area Community Action Plans based on the needs identified from the Cells. Link the Community priorities to government budgeting with view of the principles of equity, inclusion and marginalization Transform Community Priorities into proposals for non-state actors and donor support and partnership Register the association of Areas under the Cluster Act as a catalyst of development initiatives and propose appropriate actions to the Government; Initiates and coordinates the implementation of development projects at the Area Forum; Monitors the implementation of the projects by the community including CBMs Facilitate Community Working groups/Sectors Prepares and submits reports to the Sub ward Development Committee
3.	Sub ward Development Committee	<ul style="list-style-type: none"> Prioritization of sub ward programs and advocacy at the budget making process Oversight of the Cluster Community Action plan

S/no.	Level of Development Committee	Paradigm considerations
		implementation <ul style="list-style-type: none"> • Registration of Community local development organization (CBOs) bringing the Areas and Clusters under a community framework for institutional organization of the people for their development. • Controls and supervises development activities and projects in the Sub Ward; • Supervises the administration and management of development funds/grants towards CAPs implementation; • Social Audit and Accountability Reporting.
4.	Ward Development Committee	<ul style="list-style-type: none"> • Linking Local community development to Ward development profile
5.	County Development Committee	<ul style="list-style-type: none"> • Champions of the community development policy • Serve as an overarching body for the coordination of development committee institutions for effective community development

3.3 Monitoring, Evaluation and Learning (MEL) systems for Community Development Policy

Monitoring, Evaluation and Reporting (MER) of the Community Development Policy will align with the calendar and mechanisms put in for specific programmes at the community level and community level contributions to Ward and County level. The M&E framework for the Community Development Policy maintains the following objectives:

- Direct focus towards the grassroots by collecting data at the Area level and aggregating it at the cluster and upwards
- Engage the communities in monitoring and evaluating their own development (CBME Framework)
- Enhance community results-based management
- Ensure all the dimensions of community development are being addressed
- Share lessons learned with key community development and decentralization stakeholders;
- Progressively monitor sustainability of achieved outputs; and,
- Coordinate with the county Monitoring and Evaluation unit of the County Government

3.4 Expected High Level Outcome Indicators

The following table outlines the key high level outcome indicators for the community development policy would be monitored at the Cluster level and aggregated at the Sub ward development committee level. Specific input and output indicators would be monitored within the framework of each contributing programme (Community Action

Plan Implementation) and in the assessment of performance of the roles and responsibilities assigned to the stakeholders as described in the section 3.1 above. The Indicators are broadly recognized as shown below:

Objective	Key Indicators	Means of Verification
Economic Development	<ul style="list-style-type: none"> • Average income per household / per capita • % of households with adequate income to meet their basic needs – food, water, shelter, basic education & health care • % of people below the income poverty line • % of people engaged in income-generating activities • Proportion of agro-commerce against subsistence • Number of productive co-operatives • Number of active credit facilities / schemes including women table banking/Tetheka/among others • Level of community satisfaction with the economic enabling environment 	<ul style="list-style-type: none"> • Participatory Poverty Assessments • EICV survey • Annual labour survey • Agricultural survey • reports • Community Score Cards
Social Development	<ul style="list-style-type: none"> • % of vulnerable people receiving adequate social assistance – basic nutrition, shelter, basic education and any required medication • % of school age children who are enrolled in primary education – disaggregated by gender • % of primary school children who complete primary education and join secondary school – disaggregated by gender • % of children completing secondary education • % of youth completing tertiary education including vocational training, Colleges and Universities • % of community population with access to Universal health care within 5 kms • Number of maternal mortality cases per annum • Number of child mortality cases per annual • % of HIV patients on anti-retroviral treatment CNLS reports • % of population with access to treated mosquito net • Number and types of reported crimes • % of HHs accessing potable water • Level of community satisfaction with the social services 	<ul style="list-style-type: none"> • Reports • Education sector reports • Health sector reports • Security reports • Water Sector Reports • Citizens Report Cards/Community Score Card
Good Governance	<ul style="list-style-type: none"> • Voter turnout at development committee elections • No of Community members attending community participation forums at the Area/Cluster/Sub ward levels • Disintegrated data on PMC monitoring service delivery Projects/Programs overseeing accountability and transparency especially in financial management and procurement (Open Procurement) • Disintegrated data on PSC Managing the utilization and maintenance of Projects handed over to communities 	<ul style="list-style-type: none"> • Development Committee Election Reports • Annual Public Participation Report • PMC Reports • PSC Reports • Community Social Audit

Objective	Key Indicators	Means of Verification
	<ul style="list-style-type: none"> • No of operational Integrated Community Resource Centres • Rate of Operationalization of the County School of Development Studies • Rate of resolution of community complains • Level of community satisfaction with their leadership 	Reports <ul style="list-style-type: none"> • Annual grievance Redress Report • Citizen Report Cards/Community Score Card

3.5 Policy Review

The Policy will be reviewed after three years alongside the public participation and civic education policy. This shall be a prerequisite before the establishment of the next cycles of development committees. The aim of the review will be to take stock of the progress made in implementation and accommodate new and emerging issues in community development. This process will be undertaken with the contributions of the county's community development professionals among other stakeholders.