



REPUBLIC OF KENYA

**MINISTRY OF EAST AFRICAN COMMUNITY, LABOUR AND SOCIAL
PROTECTION**

NATIONAL POLICY ON COMMUNITY DEVELOPMENT

*Theme: Positioning Community Development as a Key Driver of Sustainable
Development*

JUNE, 2017

FOREWORD

The National policy on Community Development and its implementation is one of the mandates of the Ministry of East African Community, Labour and Social Protection as stipulated in Executive Order No.1 of 2016. In line with this mandate, the Ministry in collaboration with other stakeholders has developed this National policy on Community Development.

This policy was developed in a consultative and participatory manner in line with the constitutional requirement of public and stakeholder engagement. It involved the revision of an earlier draft policy that had been developed with the aid of a Community Development Expert.

The overall goal of the policy is to provide a comprehensive framework for coordination, implementation and management of community development practice for national development. It provides the operational definition of community development, historical background, situational analysis and the principles underlying the practice of community development. It outlines the key thematic areas addressed in the policy by identifying the critical issues & concerns, policy statements, objectives and the key interventions.

The policy recognizes that community development is undertaken by various stakeholders hence it stipulates the mobilization, coordination and implementation framework for community development. The framework proposes the establishment of Committees at the National, County, Sub-county and Ward levels for oversight, coordination and implementation of community development programmes.

The implementation of the key interventions stated in this policy will require partnerships, financial commitments and technical support from relevant stakeholders. It is my expectation that all stakeholders will work in collaboration to mobilize the resources required for implementation of the proposed initiatives, projects and programmes.

I am confident that the policy will facilitate the effective and streamlined coordination of community development practice to steer the country's socio-economic and inclusive growth as envisaged in the Constitution of Kenya (COK, 2010), the Kenya Vision 2030 and in the Sustainable Development Goals (SDGs).

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Susan Mochache, CBS
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ABBREVIATIONS

ABCD	-	Asset Based Community Development
AIDS	-	Acquired Immune Deficiency Syndrome
CAPs	-	Community Action Plans
CBOs	-	Community Based Organizations
CCCD	-	County Committees on Community Development
CCCD	-	County Committees for Community Development
CD	-	Community Development
CDC	-	Community Development Committees
CoG	-	Council of Governors
COK	-	Constitution of Kenya
CS	-	Cabinet Secretary
CSOs	-	Civil Society Organizations
DCD	-	Department of Community Development
DFRD	-	District Focus for Rural Development
DPs	-	Development Partners
DSD	-	Department of Social Development
DSS	-	Department of Social Services
EAC	-	East African Community
ERS	-	Economic Recovery Strategy
FBOs	-	Faith Based Organizations
GoK	-	Government of Kenya
HIV	-	Human Immunodeficiency Virus
ICT	-	Information Communication Technology
MDCAs	-	Ministries, Departments, Counties and Agencies
MEAC, L&SP-		Ministry of East African Community, Labour & Social Protection
MER	-	Monitoring, Evaluation and Reporting

MIS	-	Management Information System
MTP	-	Medium Term Plan
NGOs	-	Non Governmental Organizations
NIMES	-	National Integrated Monitoring and Evaluations System
NPCD	-	National Policy on Community Development
NSCD	-	National Steering Committee on Community Development
PLA	-	Participatory Learning and Action
PRA	-	Participatory Rural Appraisal
PRSP	-	Poverty Reduction Strategy Plan
PS	-	Principal Secretary
PWDs	-	Persons with Disabilities
RRA	-	Rapid Rural Appraisal
SCCD	-	Sub-county Committee on Community Development
SD	-	Social Development
SDGs	-	Sustainable Development Goals
SHGs	-	Self-Help Groups
SIA	-	Social Impact Assessment
SRDP	-	Special Rural Development Programme
TNA	-	Training Needs Assessment
UN	-	United Nations
UNDP	-	United Nations Development Programme
VIOs	-	Voluntary Involving Organizations
WCDC	-	Ward Committee for Community Development
WEF	-	Women Enterprise Fund
WSSD	-	World Summit on Social Development
YEDF	-	Youth Enterprise Development Fund

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1.0 INTRODUCTION

Community Development refers to a method, a strategy or an approach that brings about change through initiation of projects that are responsive to community needs. 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 initiative and leadership”.

Significantly, community development contributes to the realization of social development which refers to the well-being and fulfillment of individuals, groups and communities. The UNDP Human Development Report (2010) describes development as the process of expanding human capabilities and access to opportunities in social, economic and political arenas and therefore the overall improvement in quality of life. The capabilities lead to long healthy lives, knowledge and access to information and other resources essential for a decent standard of living. Human development takes people as central to the development process and the main actors in the process of improving their welfare.

In Kenya, community development entails mobilization of communities, groups, households and individuals for socio-economic growth and self-reliance. The process of mobilization involves group formation, registration and management of community development projects in all parts of the country.

The main challenge in the practice has been the fragmented and uncoordinated efforts of the many actors in this field. This has resulted to duplication of efforts, overconcentration in some areas and to a greater extent dependency syndrome with benefits going to some communities at the expense of others and in other cases it has also led to non-effective use of the available resources.

The National Policy on Community Development (NPCD) has been prepared as a comprehensive framework to guide the harmonization and streamline the coordination of community development practice among the different actors. The policy also recognizes that community development is not and cannot be a mandate of one stakeholder. Therefore, there is need for the government agency responsible for community development to play the lead role by regulating the practice through provision of legislation and uniform guidelines and standards. The legislation will also guide the mobilization, coordination, formation, registration and management of community groups and organizations as well as facilitate the establishment of a professional body to regulate community development practice.

The policy also recognizes the role played by communities in community development as direct initiators of development, resource mobilizers and through participation. Effective

community participation in the decision making processes and during implementation leads to ownership which is very vital for effective and sustainable national development.

The Constitution (COK, 2010) also recognizes communities as the key 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 Vision 2030 which is the national development blueprint which is expected to guide the country's development in all its forms. The national policy on community development will contribute immensely to the realization of the 3 pillars namely, economic, social and political on which the Vision seeks to achieve. 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. Further for the country to transition to a newly industrialized, middle level income by 2030, the efforts of all community development actors at all levels of development must be synergized.

1.1 Historical Background

Contemporary community development has been a key component in traditional African society where community members came together to assist each other to enhance their quality of life. Formal community development was introduced in Kenya by the British Colonial Government in the 1940s in the form of betterment schemes and women clubs. Since then community development has been an integral part of societal development practices.

Since independence community development has been an indigenous practice among Kenyan communities to improve their livelihoods. In the 1960s and 1970s, the then Department of Community Development (DCD) and later Department of Social Services (DSS) and currently Department of Social Development (DSD) has continued to play a leading role in the mobilization of communities.

Initial Government efforts to promote community development included the creation of betterment schemes and other key institutions like the Jeans school, which later became Kenya Institute of Administration and currently it is the school of government and home craft centres to spearhead training activities in community development work. Soon after independence, people and resources were mobilised through the Harambee movement

where communities were expected to form self-help groups to undertake socio-economic development initiatives geared towards improving their welfare.

In order to promote community development work further, a National Plan on Community Development was launched in 1964. The main objectives of this plan were to; support and accelerate economic development; prevent social ills; promote general welfare of the community and strengthen family life and care of children.

To ensure implementation of the National Community Development Plan, the government put in place measures which included: Employment of more community development staff; Training of community leaders and mothers to enable them play an active role in community development. The government also provided grants/funding to self-help projects to complement people's efforts and encouraged the formation of community development committees at all administrative levels to identify local needs, propose appropriate interventions and mobilize needed resources. This National community development Plan has continued to guide community development work to-date.

In addition to the National Community Development Plan, various national sectoral policies, strategies and programmes have been developed to guide implementation of community development initiatives. Key among them are the Development Plans of 1964-1970 (Revised 1966-1970) which emphasized the self-help group movement, Sessional Paper No. 10 of 1965 on African Socialism and its Application to Planning in Kenya which addressed planned development in respect to self-help groups and the Special Rural Development Programme SRDP (1968-1970) through which integrated approach and funding of self-help groups was piloted.

Other government policy documents that addressed issues of community development spirit include; the District Focus for Rural Development (DFRD) strategy of 1983, the Poverty Reduction Strategy Plan (PRSP) GoK,2001 , The more recent policy documents that demonstrate government commitment towards community development include the Economic Recovery Strategy for Employment and Wealth Creation (ERS) GoK,2003-2007 ,Kenya Vision 2030, and the Constitution of Kenya (COK, 2010) which commits the government to nurturing and protecting the wellbeing of individuals, families, communities and the nation.

At the international scene, the government is a signatory to various instruments and protocols that promote community development, key among them the World Summit on Social Development (WSSD) of 1995 and the Sustainable Development Goals (SDGs) of 2015. It is anticipated that this policy will contribute effectively towards achievement of the 17 goals since the concept of sustainability in community development takes into account the social, economic and environmental dimensions of development.

1.2 Situational Analysis

Community development has evolved over time. There are many stakeholders in the field of community development including state and non-state actors. However the implementation of community development programmes have been un-coordinated and disjointed resulting to duplication of efforts, wastage of resources and minimal impact of these programmes. Currently there are no clear regulations, guidelines, and standards that guide the practice resulting to haphazard engagement of communities that distort development programmes and projects.

The Constitution of Kenya has helped in increasing of resource allocation to the grassroots through the decentralized and devolved resources such as funds from the County Governments, Constituency Development Fund (CDF) and the Ward Development Fund, 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.

Mobilization for resources in communities has been a key component in community development. Communities are encouraged to mobilize resources to address their priority needs. However, the communities lack relevant knowledge, entrepreneurship, leadership and governance skills to manage these projects which sometimes lead to unsustainability of the initiatives.

In addition, community development in Kenya is practiced without a professional body to oversee its implementation consequently leading to unethical implementation ultimately making communities more vulnerable. This could be attributed to limited coordination in terms of curriculum development for community trainings and poor monitoring and evaluation to ensure effectiveness.

There have also been several studies and research in the area of community development. However the findings and recommendations are rarely taken consideration by the actors, hence creating a missing link between research and practice. In addition some communities have been innovative and vibrant but their activities have not been documented to serve as good practices for replication. It is in view of the above limitations that a policy on community development practice is pertinent.

1.3 Rationale for the Policy

Community development is a practice that has contributed significantly to national development since the pre-colonial time. Apart from the Sessional Paper No.10 of 1965 that explicitly spelt out the role of community development practice, Kenya has not had any other explicit national policy that guides community development practice. However, community development practice has been guided by various national development plans and sector policies and programmes.

The Executive Order No. 1 of 2016 gives the Ministry the responsibility for the function of community development and community mobilization that includes the development of the national community development policy.

Community development is multi-sector therefore requires integrated implementation by the different development agencies. The lack of proper coordination has created challenges which include overlaps, wastage of resources and poor supervision of the community development practitioners. Due to the lack of a policy framework, monitoring evaluation and reporting, management information system (MIS), research and innovation have not been implemented in a coordinated manner.

It is on the basis of the above challenges and the need to streamline service delivery to the public that the Government seeks to provide a framework that will address these concerns as well as harmonise the efforts of various stakeholders involved in promoting community development.

The policy will provide an integrated approach to community development that will enhance synergy among the various community development agencies and allow for enhanced community participation. It will also facilitate the establishment of a regulatory mechanism to guide the coordination, mobilization, formation, registration and management of community groups and organizations as well as facilitate the development and management of an information system on community development programmes.

1.4 Policy Scope

Community Development is specifically about building the capacity of the communities to identify and solve their priority needs. Communities are at various levels of development, with some being more organized than others. This policy will provide an opportunity to community development practitioners to redefine and re-strategize socio-economic development for communities in Kenya.

The policy will be applicable to all the community development programmes spearheaded by the national and county Governments, development partners, civil society organizations, faith-based organizations, community-based organizations and communities among others. This policy will further help in ensuring that all communities are mobilized in a coordinated manner to participate in sustainable socio-economic development. The Policy will also streamline implementation of community development programmes and enhance effective and efficient participation of the communities in their own development that will help in achieving poverty reduction as well as improved livelihoods.

In addition, the policy will tap and enrich the communities' traditional knowledge, skills and appropriate attitudes necessary to bring about transformational change in our communities through sustainable exploitation of existing resources. It is within the scope

of this policy, that legislation will be developed to provide laws that will strengthen the community development strategies and programmes.

The policy will also offer an opportunity to mainstream community development in various key sectors of economy which includes agriculture, livestock, education, health, water, and irrigation, welfare activities among others. The policy will provide a standardized and regulatory framework for the implementation of government development agenda and international instruments and protocols to which Kenya is a signatory.

1.5 Policy Goal and Objectives

1.5.1 Policy goal

To provide a comprehensive framework for coordination, implementation and management of community development practice for national development.

1.5.2 Objectives

1. To set, maintain and ensure standards and professionalism in community development practice
2. To promote and enhance data collection and management on community development programmes for national development.
3. To provide a structure for streamlined community mobilization and registration of community groups.
4. To promote efficient and effective structures and mechanisms for peace-building and sustainable conflict resolution and management in community development.
5. To promote the spirit of volunteerism in community development
6. To promote research, innovation and ICT in community development.
7. To strengthen collaboration, integration, networking and synergy in community development practice.
8. To review and integrate emerging and cross cutting issues within community development practice

1.6 Principles

The principles underlying the national policy on community development include;

- Respect for cultural diversity and human rights

- Utilization of locally available community resources including indigenous knowledge
- Inclusion and equality of opportunities
- Good leadership and governance
- Promotion of family cohesion
- Empowerment
- Partnership

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2.0 THEMATIC AREAS

The policy addresses the following key thematic areas:-

- 1) Legislation and coordination
- 2) Community mobilization in development
- 3) Participatory approaches in community development
- 4) Community empowerment
- 5) Community-driven development
- 6) Resource mobilization and management
- 7) Conflict management in community development
- 8) Collaborations and partnerships in community development
- 9) Research, Innovation and ICT
- 10) Emerging and cross-cutting issues in community development

2.1 Legislation and Coordination

Since independence community development in Kenya has been executed through various government declarations, circulars and other development strategies that have promoted implementation of community programmes and projects. However, there have been no clear and harmonized regulations, guidelines and standards that guide community development practice in the country. Unlike other professional fields, community development lacks a professional body to regulate its practice, ensure standards and voice concerns over local, national, regional and global issues. Most of the emerging training institutions in social work and community development are not accredited thus compromising professionalism of the practice. In view of the above, there is need to set, maintain and ensure standards and professionalism in community development practice.

Critical issues and concerns

There is no legal framework and a professional body to regulate and provide necessary guidance in matters of community development practice in the country. The absence of a professional body has also led to lack of a code of ethics to govern and guide the practice. 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.

Policy statement

- The government and other stakeholders shall develop and provide a legislative framework to ensure effective coordination and professionalism in community development practice.

Policy objectives

- To develop a legislative and coordination framework for community development
- To facilitate the establishment of a professional body for community development practitioners.

Policy interventions

- ✓ Develop and enforce legal frameworks on community development practice
- ✓ Facilitate the formation and registration of a professional body for CD practitioners
- ✓ Create awareness and enforce the law on community development
- ✓ Develop a community mobilization and development strategy
- ✓ Develop and operationalize a management and information system on community development
- ✓ Engage with other professional bodies for learning and benchmarking

2.2 Community Mobilization and Registration of Community Groups

Community mobilization refers to the process through which people or communities are brought together to identify felt needs, available resources, plan, carry out and evaluate activities on a participatory basis. It can also be the process of organizing people to create awareness and disseminate information on existing and planned project activities.

Community mobilization leads to effective community participation in development for project ownership and sustainability. Communities need to be mobilized to address their felt needs, contentious issues, roles and responsibilities, participation and support for project ownership and sustainability. Community mobilization also leads to establishment or creation of structures such as project management committees or groups as vehicles for implementation and management of community projects and programmes.

Critical Issues and Concerns

There are no clear guidelines or legal frameworks on community mobilization and registration of community groups in the country. Different development actors apply varied strategies when it comes to mobilizing communities for different interventions. Unregulated and poorly coordinated community mobilization strategies leads to imposed projects, duplication of projects or initiatives, poor project uptake, wastage of resources and lack of ownership which in turn results to failure, abandonment and non-

sustainability of projects and programmes. It can also lead to exclusion and marginalization of the vulnerable members in the society. In many cases, inadequate resources hamper effective mobilization for communities to participate, own and sustain development processes.

Policy statement

- The government shall facilitate and create an enabling environment for community mobilization and development.

Policy objective

- To promote and regulate community mobilization for development .

Policy interventions

- ✓ Develop a legal framework for community mobilization and registration of community groups
- ✓ Develop guidelines for community mobilization
- ✓ Build the capacities of the established CD coordination and implementation structures.
- ✓ Establish a community development fund to provide seed capital for community initiatives and programmes.
- ✓ Invest back funds generated from community mobilization efforts to support community development initiatives

2.3 Participatory Approaches in Community Development

Participatory approaches are tools used by practitioners to facilitate communities participate in decision making process in community development. 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 and implementation of programmes. Some of these include Participatory Learning and Action (PLA) and Asset Based Community Development (ABCD) among others.

Critical Issues and Concerns

Participatory approaches have not been effectively applied at the community level. However, where they are applied community's felt needs are not adequately addressed due to minimal community involvement and engagement. Inadequate resources and skills also limit the application of these approaches by the communities and other development actors. Most donors and development agencies commonly use the top-bottom approach which has been a major hindrance to effective implementation of community projects.

Policy statement

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

Policy objective

- To strengthen the capacities of communities and development actors for effective participation and implementation of projects and programmes.

Policy interventions

- ✓ Institutionalize and enhance the application of participatory approaches in community development
- ✓ Enhance involvement of communities in decision making processes.
- ✓ Create awareness and build capacities for communities and development actors on participatory approaches
- ✓ Mobilize adequate resources for community participation in development processes
- ✓ Enforce the application of participatory development approaches by communities and development agents

2.4 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 and sensitization and involvement of the people in programmes and projects implementation.

Critical issues and concerns

Community empowerment is critical for community development. This is the process of imparting knowledge, skills and positive attitude. 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 also 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.

Policy statement

- The government in collaboration with stakeholders shall build and strengthen the capacities of communities and development actors for effective participation in community development.

Policy objective

- To strengthen and build the capacities of communities and development actors for sustainable community development.

Policy Interventions

- ✓ Develop and implement a community empowerment strategy
- ✓ Review and operationalize the training manual on community development
- ✓ Create awareness and sensitize communities and development actors on the importance of empowering communities

2.5 Community Driven Development

Community - driven development can be said to be a 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 national level.

Critical Issues and Concerns

Development agencies and partners in most cases fail to recognize these community initiatives. Some have their priority areas of funding, hence they tend to ignore the community felt needs and this sometimes leads to conflict or communities implementing projects that they themselves did not consider a priority. This may be attributed to lack of or inadequate involvement of these communities on matters affecting them by the development partners

Due to limited resources, skills, knowledge and absence of a clear policy on community involvement and engagement, communities give in to donor demands in disregard of their own development priorities. The limited involvement of communities in development initiatives usually leads to stalling of initiated projects, abandonment, mismanagement or underutilization of the completed projects.

Policy statement

- The government shall promote, recognize, support and strengthen community-driven development.

Policy objective

- To support and promote community-driven development initiatives.

Policy interventions

- ✓ Develop a community engagement and exit strategy
- ✓ Create linkages between communities and development partners on community initiatives and priorities.
- ✓ Promote inter-sectoral collaboration in implementation of community initiatives.

2.6 Resource Mobilization and Management

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.

Critical issues and concerns

Resources for community development are scarce hence the need to devise ways and means of pooling the required inputs. Limited involvement of communities and other development actors in resource mobilization is one of the contributing factors to inadequate resources for community development. In other cases, inadequate skills in resource mobilization contribute to insufficient resources. Dependency syndrome in some of the communities affects resource mobilization as communities tend to depend on what is given to them at the expense of what they can contribute themselves. Duplication of projects and programmes by development partners also leads to resource wastage.

Poor resource management can also be attributed to ignorance by community members on the importance of existing local resources and lack of know-how 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 also 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.

Policy statement

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

Policy objective

- To promote efficient and effective mobilization and management of community resources.

Policy interventions

- ✓ Develop a resource mobilization and management strategy
- ✓ Build capacities for communities and development agents on effective resource mobilization and management
- ✓ Plough back revenue raised from the mobilization and registration of community groups as grants to support community development initiatives
- ✓ Enhance coordination for resource mobilization among the different actors

2.7 Conflict Management in Community Development

Conflict is a situation in which one or both parties perceive a threat to their interests and/or relationships. It arises from differences where the parties involved disagree over their values, motivations, perceptions, ideas, or desires. Conflict management is a mechanism for addressing disagreements between two or more warring parties, in an effort to resolve the issues of contention.

Conflicts in community development can either arise from the interactions 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 as a prerequisite for harmonious co-existence.

Critical issues and concerns

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 which discourages donors and development partners from engaging with communities.

Policy statement

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

Policy objective

- To develop and strengthen structures and mechanisms for sustainable conflict management amongst community development actors.

Policy interventions

- ✓ Develop and implement a peace building, conflict resolution and management manual
- ✓ Build and strengthen capacities of communities and development actors on conflict resolution and management mechanisms
- ✓ Identify, establish and strengthen community structures and institutions for peace building, conflict resolution and management.
- ✓ Promote alternative peace building, dispute resolution and management mechanisms in community development.

2.8 Collaboration and Partnership in Community Development

Collaboration and partnership entails agreements and actions made by consenting organizations 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 national level, and also at the grassroots where community development interventions are implemented. The County governments are also key partners as they play a major role in socio-economic development of communities.

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

Critical issues and concerns

Poor coordination of collaboration and partnerships often leads to overconcentration and duplication of efforts in some locations by partners hence mismanagement of resources. On the other hand, inequitable distribution of resources contributes to marginalisation of some communities and perpetuation of inequalities. 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. Also, 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.

Policy statement

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

Policy objective

- To strengthen collaboration, partnership, networking and synergies amongst community development actors

Policy interventions

- ✓ 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 Research, Innovation and ICT

Research is a systematic way of gathering data, analyzing 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. It includes: radio, television, mobile phone and computer. 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.

Critical issues and concerns

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.

Policy statement

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

Policy objective

- To promote research, innovation and use of ICT for informed decision making, efficient and effective implementation of community development programmes.

Policy interventions

- ✓ Facilitate and conduct research on community development
- ✓ 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
- ✓ Enhance access to ICT by communities and development actors
- ✓ Mobilize resources for research, innovation and ICT equipment
- ✓ Document best practices on CD for learning and replication
- ✓ Integrate CD data into the National Integrated Monitoring and Evaluations System(NIMES)

2.10 Emerging and Cross-cutting Issues in Community Development

This policy takes cognizance of the emerging and cross-cutting issues in community development. The issues considered in this policy include; volunteerism, social protection and inclusion, gender and disability mainstreaming, ageing, children and youth, HIV/AIDS, other chronic illnesses, environment and disaster management.

a) Volunteerism

It is the process of offering of an individuals and groups time, in skills or resources to provide services by free choice for the benefit of other individuals, communities or nations without the expectation of financial gain other than reimbursement of reasonable expenses. The contribution made through volunteer effort to community development is quite significant. For instance, majority of the elected community leaders and retired professionals who oversee the management of community projects or offer technical advice do so on a voluntary basis. This can be attested to by the many community development initiatives that have come up on a self-help basis in rural and urban areas.

It is worth noting that different government agencies also encourage the use of volunteers in the delivery of services. For instance, the Ministry of Health has established Community Health Units and Village water Committees that are mandated with coordination of health services provided by Community Health Volunteers (CHVs).

These volunteers help in ensuring that health messages that includes reproductive, maternal and child health; communicable, non-communicable and environmental diseases; universal health coverage; and access for all to safe, effective, quality and affordable medicines and vaccines are passed to communities. Other actors include CSOs who act as voluntary structures to address the plight of the key populations and drug users which has increased the role of volunteers on inclusion of the vulnerable populations to enhance access to social and health services.

However, the low spirit of volunteerism among community members leads to inadequate participation of communities in decision making processes that affect them. Due to the limited coordination of volunteerism activities many challenges are also being encountered in voluntary work. Some of these challenges can be addressed through financial facilitation and creation of a conducive environment for volunteers to participate in development processes. Therefore volunteerism is a very important strategy in community development that needs to be mainstreamed in for effective implementation of community development programmes.

b) Social Protection and Inclusion

Social protection and inclusion are critical components for the realization of sustainable community development. Social protection refers to policies and actions including legislative measures which enhance the capacity and opportunities for the poor and vulnerable to improve and sustain their lives, livelihoods and welfare, enable income earners and their dependants to maintain a reasonable level of income through decent work and ensure access to affordable health care, social security and social assistance.

Social protection activities in Kenya are multi-sectoral because they involve several government ministries/agencies, County governments, Development Partners, Non-Governmental Organizations (NGOs), Voluntary Involving Organizations (VIOs), Civil Society Organizations (CSOs) and organizations representing vulnerable groups who are involved in providing social protection at different levels.

Social inclusion is a term that is used to describe a series of positive actions to achieve equality of access to goods and services aimed at assisting all individuals to participate in community and society. The implementers in community development ensure that those marginalized and living in poverty have greater role to participate in decision making processes that affect their lives and allow them to improve their standard of living and overall well-being.

Therefore, implementing social protection and inclusion programmes ensures that vulnerable members of the society are brought on board to be part of the development agenda for improved livelihoods and national development.

c) Gender Mainstreaming

Gender is a social construct, where females and males are allocated different roles, and receive different treatment. Gender construct differs from one culture to another, is dynamic and changes over time. Gender mainstreaming is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in community development. It ensures that women, men, boys and girls benefit equally and inequality is not perpetuated at all levels. The inclusion of gender mainstreaming is very important in the implementation of community development programmes as it ensures equal opportunities and benefits for all.

d) Disability Mainstreaming

Disability mainstreaming involves a process of supporting programs to find structured ways of responding to the needs and circumstances of persons with disabilities (PWDs). It is a strategy for making PWDs concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes. The strategy ensures PWDs are engaged fully in all the steps of the project cycle and benefit equally to avoid inequalities. The ultimate goal is to enhance opportunities for PWDs to participate in community development programmes alongside their able bodied counterparts for improved livelihoods and self-reliance. Hence, any community development interventions must include disability mainstreaming as a method of promoting inclusion and address the barriers that exclude PWDs from full and equal participation in development processes.

e) Ageing

Ageing is the process of growing old manifested in the multidimensional process of physical, psychological and social change. In Kenya, older persons constitute a sizeable percentage of the total population. This segment of the population possesses potential, in terms of indigenous knowledge, skills, experiences and best practices that can be exploited for sustainable development. However, due to the widened intergenerational gap as a result of the breakdown of the social fabric older persons are increasingly being sidelined from undertaking their unique roles in promoting and participating in community development initiatives. Hence, there is need to promote their inclusion in community development processes where their potentials can be fully and effectively exploited for sustainable development.

f) Children and Youth

Children and youth like other members of the family also play a role in community development through the various interventions that are put in place to address their needs and concerns. Socio-economic interventions targeting children such as the free primary education, cash transfers for OVCs among others ensure they grow up to be responsible adults who in turn contribute to community development.

Youth mainstreaming is a process of integrating legislation, policies, programmes, activities of youth in all areas at all levels. It is a strategy to incorporate young people's needs, concerns, experiences, aspirations, vision and contributions in development processes. The purpose of youth mainstreaming is to empower youth by planning and working with them; Involvement in decision making processes, maximization of synergy through participation, intergenerational transfer of positive cultural values and prepare them for future responsibilities which include undertaking community development programmes and projects.

g) HIV/AIDS

Human Immuno Deficiency Virus (HIV) is a virus that attacks the immune system, the body's natural defense system. Without a strong immune system, the body has trouble fighting off diseases. Both the virus and the infection it causes are called HIV. Acquired Immuno Deficiency Syndrome is a chronic, potentially life threatening condition caused by the Human Immuno deficiency Virus

HIV and AIDS continue to be a serious social economic and public health issue that affects community projects and programmes. It mainly affects people in their prime years of life, the hardest hit being those in the productive ages of between 15 and 49 years. According to the HIV and AIDS estimates (2015) the national HIV prevalence is at 6%, which means approximately 1.5 million Kenyans are now living with HIV with Kenya being the 4th largest HIV epidemic globally. (Source: NACC)

The Government of Kenya has incorporated HIV and AIDS indicators into the performance contract for Ministries, Departments and Agencies. In leveraging in the existing community development opportunities, efforts shall be made to develop and implement community development programmes that empower the vulnerable and other community members from acquiring new HIV infections and developing AIDS. It is equally important to include HIV infected and affected people as beneficiaries of community development programmes without stigmatization and discrimination.

h) Other Chronic Illnesses (Cancer, Hypertension and Diabetes among others)

A chronic condition is a human health condition or disease that is persistent or otherwise long lasting in its effects or a disease that comes with time. The term chronic is often applied when the course of the disease lasts for more than three months. The occurrence of these diseases largely affect community development efforts and initiatives negatively since they require a lot of resources especially in terms of time for the care givers and financial resources as the affected members require continual use of drugs, medication and care. There is need to take cognizance of persons with chronic illnesses and

incorporate them in community development interventions to ensure that their concerns are also factored. Further, the community also needs to be sensitized on prevention, care and management of chronic illnesses so as to reduce the negative effect on community development.

i) Environmental Conservation

It is becoming increasingly important worldwide and equally in Kenya to incorporate the dynamic interactions between societies and natural systems. Therefore, the national policy on community development shall incorporate environmental sustainability to complete the sustainable development paradigm of Society, Economy and the Environment. Examples are community-based forestry and wildlife conservation initiatives that do exist in some parts of the country. In such initiatives communities have access to accruing benefits such as grazing, fuel wood from forest conservation and other benefits as in the case of wildlife conservation. Community development efforts shall also encourage the participating communities to conserve other biodiversity. In addition, community development interventions shall incorporate knowledge on soil and water conservation as well as strategies for adaptation and mitigation against climate change that often bring with it great losses to the affected communities.

Community Development should always incorporate and fully recognize the environment as a factor of development. The main objective of environmental mainstreaming is to ensure that community development routinely recognizes through systematic and prioritized development, that the environment and the ecosystem services provided from its sustainable management fundamentally contribute to benefits such as security, stability and development.

j) Disaster Management

Disaster management is the organization, management of resources and responsibilities for dealing with all humanitarian aspects of emergencies in particular preparedness, response and recovery in order to lessen the impact of disasters. Failure to manage disasters in the community leads to increased vulnerability hence affecting community development. There are two broad types of disasters namely; natural and man-made. Community development interventions such as dam construction and bee keeping projects can cause man-made disasters. Some of the natural disasters which affect community development include floods, landslides, drought and famine.

Limited preparedness by communities on disaster management and poor response to disasters by the relevant actors contributes to increased vulnerabilities. Low adoption of recovery strategies affects the efforts of communities in development. Hence, community development strategies and approaches are critical in the management of disasters to help in mitigating their negative impact at the community level.

Policy statement

- The government shall promote and enhance the mainstreaming of emerging and cross cutting issues in community development.

Policy objective

- To ensure and enhance mainstreaming of emerging and crosscutting issues in community development.

Policy interventions

- ✓ Develop the strategies for mainstreaming emerging and crosscutting issues in community development projects/programmes.
- ✓ Develop a monitoring, evaluation and reporting framework to track progress in mainstreaming of cross-cutting and emerging issues

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3.0 MOBILIZATION, COORDINATION AND IMPLEMENTATION FRAMEWORK FOR COMMUNITY DEVELOPMENT

3.1 Mobilization and Coordination Mechanism

The Ministry responsible for community development shall spearhead the mobilization, coordination and implementation of the policy in collaboration with other stakeholders. The policy proposes the creation of committees at various levels for oversight and coordination of community development programmes.

3.1.1 National Steering Committee for Community Development (NSCCD)

At national Level, a National Steering Committee for Community Development (NSCCD) will be established. The major role of this committee will be to provide overall coordination, oversight and advisory to community development programmes in the country. The composition of the NSCCD will include the Cabinet Secretary (CS)/Principal Secretary, Director for Social Development (DSD), representatives of relevant government line ministries and agencies, Council of Governors (COG), Civil Society Organizations (CSOs), Persons with Disability/Youth/Older Persons and Voluntary Involving Organizations (VIOs) and County Community Development Partners (CDPs).

Other responsibilities for this Committee will include; spearheading the formulation, interpretation, dissemination and review of community development-related policies; oversee the implementation of the National Action Plans developed to implement the policy; ensure quality control and professionalism in community development work; creation of linkages, coordination and collaboration with other government and related agencies in the implementation of community development programmes; monitor and evaluate community development programmes at the County and lower levels of governance and ensuring that Social Impact Assessment (SIA) is incorporated in all the community development projects planned for implementation. It will also be responsible for resource mobilization and capacity building of lower level committees, community groups and organizations through the funds raised from the registration of community projects and groups.

This committee shall be chaired by the Cabinet Secretary in charge of Community Development while the Director for Social Development shall serve as the Secretariat to the committee.

3.1.2 County Committee for Community Development (CCCD)

At the County level, County Committees for Community Development (CCCD) will comprise of the County Coordinators of Social Development (CCSD); a representative of the County Commissioner; County relevant heads of departments from national and county governments; representatives of sub-county community development committees; CSOs and community development partners. Representation should ensure inclusion of Persons with disability, older persons and youth.

The role of this Committee will be mainly supervisory of the lower level committees and resource mobilization. Other roles and responsibilities for this Committee will include; dissemination of national policies and programmes on community development; coordinate mobilization and create awareness on development programmes and emerging issues in community development; monitor community projects funded by the government funds such as government grants and other devolved funds and coordinate collaboration with other relevant government agencies, development partners, NGOs, CSOs, FBOs and community development partners.

The Department for Social Development shall provide the Secretariat to the committee while the Chair will be elected from the members of this committee.

3.1.3 Sub-County Committee for Community Development (SCCSD)

At the Sub-county level the committee will comprise of Sub-county social development officer, a representative of the deputy county commissioner, relevant heads of departments from the national and county governments, community development partners and community members. Other members will be drawn from CBOs, FBOs, and VIOs and should ensure inclusion of Persons with disability, older persons and youth.

The role of this Committee will be mainly community mobilization, supervisory of the lower level committees and facilitate implementation of community development programmes within the sub-county.

The Department for Social Development shall provide the secretariat to the committee while the chair will be elected from the members of this committee.

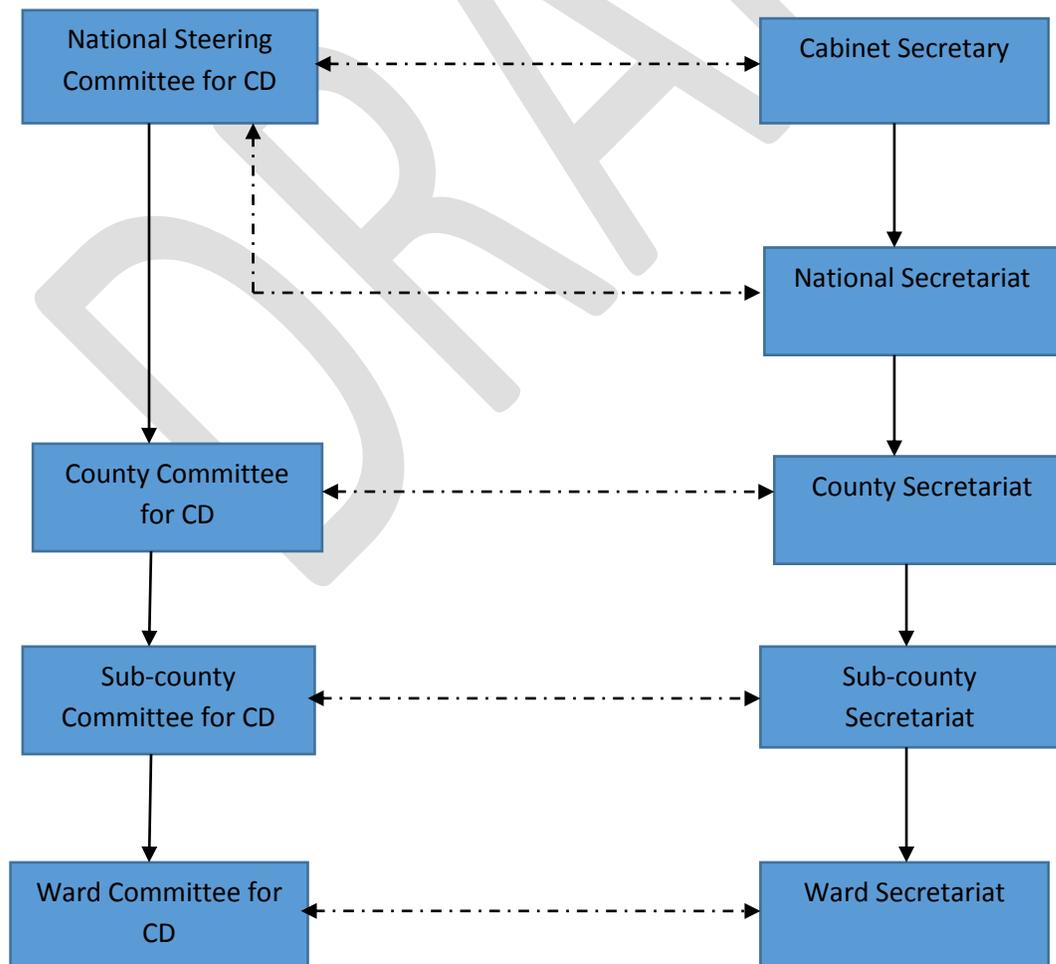
3.1.4 Ward Committee for Community Development (WCDC)

At the Ward level the Committee will comprise of the Ward Social Development Officer, a representative of Assistant County Commissioner, and relevant heads of departments from the National and County governments, Community Development Partners (CDPs) and community members. Other members will be drawn from CBOs, FBOs, and VIOs and should ensure inclusion of Persons with disability, older persons and youth.

The role of this committee will be mainly community mobilization, group promotion and development, resource mobilization and supervisory of project management committees (PMCs) for community and group projects.

The Department for Social Development shall provide the Secretariat to the committee while the chair will be elected from the members of the committee.

Figure 1: Mobilization, Coordination and Implementation Framework for Community Development



3.2 The Role of Stakeholders in Community Development

The Ministry responsible for community development recognizes the role played by other partners in promoting community development. These partners include both state and non-state actors.

3.2.1 State Actors (National and County)

The role of these actors in the implementation of the policy will be to;

- Provide leadership, oversight and policy direction
- Ensure existence of adequate policy, legal and institutional frameworks
- Enforce implementation of the policy and programmes in a coordinated and integrated way
- Provide funding for community development programmes
- Set, maintain and ensure standards and professionalism in CD practice
- Facilitate effective collaboration in the implementation of CD programmes
- It must ensure that people are aware of their rights and entitlements in CD
- Ensure availability of necessary community support and infrastructure
- Facilitate capacity building for effective planning, implementation, monitoring and management of CD programmes

3.2.2 Non-State Actors

These include; CSOs, FBOs, VIOs, development partners, private sector and other community development partners. Their role in the implementation of the policy will be to;

- Provide additional financial and technical support to government
- Provide checks and balances to the government to ensure implementation of the policy
- Ensure inclusion of all categories of communities and vulnerable groups
- Lobbying and advocacy for the policy
- Compliment government interventions

3.2.3 Communities

The role of the communities is to;

- Participate in the design and implementation of CD programmes for ownership and sustainability
- Provide home grown solutions to address community needs and challenges in CD

- Contribute material, labour and financial support for implementation of CD programmes
- Lobby for the implementation of the policy
- Participate in monitoring and evaluation of CD programmes and projects
- Be custodians of community assets and resources

3.3 Implementation Mechanism

To guide the implementation of this policy, the government in collaboration with non-state actors shall develop a National Plan of Action. The national plan of action shall be aligned to the Sustainable Development Goals (SDGs), the Kenya Vision 2030 and Ministries, Departments, Counties and Agencies (MDCAs) development plans.

The National Plan of Action shall detail the strategies; activities; target communities; timeframe; estimated costs and the responsible agencies. Implementation will require the participation and support from the two (2) levels of government, communities and other non-state actors promoting community development. Respective implementing agencies shall develop work plans detailing their interventions and programmes as outlined in this policy.

3.4 Monitoring, Evaluation and Reporting

Monitoring, Evaluation and Reporting (MER) will form an integral component for the successful implementation of this policy. This will be an inbuilt component in the proposed community programmes, interventions and initiatives.

MER will help the implementers to examine the link between the proposed interventions, initiatives, corresponding budget allocation and resultant output and outcomes. Monitoring will involve routine tracking of key elements of policy implementation and the expected outcomes. Evaluation will help in determining the value of the specific milestones of policy implementation and achievements. Reporting will bring out the lessons learnt for feedback, action and sharing with other stakeholders for improved programming, efficient and effective implementation.

Coordination of MER will be provided by the Ministry responsible for community development through periodic reporting. Participatory monitoring will be done at and by all levels, namely the National Steering Committee, County, Sub county and Ward committees respectively and at the community.

3.5 Policy Review

The Policy will be reviewed after five (5) years alongside the Vision 2030 MTPs and MDCAs development plans or as when need arises. 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 in a participatory manner and in collaboration with other stakeholders.

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ANNEX 1

IMPLEMENTATION MATRIX

THEMATIC AREA	1. LEGISLATION AND COORDINATION				
Policy Objective	To Develop a Legislative and Coordination Framework for Community Development				
Interventions	Indicators	Resources (Ksh.)	Actors	Time Frame	Outcomes
Develop and enforce legal frameworks on CD practice	<ul style="list-style-type: none"> • Legislation on community development practice. • Legislation of a regulatory body on CD practice 	100m	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ AGs office ○ CoG ○ National Assembly ○ Academic institutions ○ Non-state actors ○ CD Practitioners ○ communities 	July 2017 to June 2022	<ul style="list-style-type: none"> ▪ Professionalism in CD practice ▪ Sustainable CD projects and programmes ▪ Evidence-based planning and programming of CD programmes
Facilitate the formation and registration of a professional body for CD practitioners	<ul style="list-style-type: none"> • CD Professional body 		”	”	
Create awareness and enforce the law on CD practice	<ul style="list-style-type: none"> • No of awareness sessions • No of cases reported 		”	”	
Develop a community mobilization and development strategy	<ul style="list-style-type: none"> • Community mobilization and development strategy 		”	”	

<p>Develop and operationalize a management and information system</p>	<ul style="list-style-type: none"> • Data bank on CD programmes 		”	”	
<p>Engage with other professional bodies for learning and bench marking</p>	<ul style="list-style-type: none"> • Forums • Reports 		”	”	

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THEMATIC AREA	2. COMMUNITY MOBILIZATION AND REGISTRATION OF COMMUNITY GROUPS				
Policy Objective	To promote and regulate Community Mobilization for Development				
Interventions	Indicators	Resources (Ksh.)	Actors	Time Frame	Outcomes
Develop a regulatory framework for community mobilization and registration of community groups	<ul style="list-style-type: none"> • Legislation on mobilization and registration of community groups 	100m	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ AGs office ○ CoG ○ National Assembly ○ Academic institutions ○ Non-state actors ○ CD Practitioners ○ Communities 	July 2017 to June 2022	<ul style="list-style-type: none"> ▪ Enhanced self-reliance ▪ Improved livelihoods
Develop guidelines on community mobilization	<ul style="list-style-type: none"> • Guidelines on community mobilization 		”	”	
Build the capacities of the established CD coordination and implementation structures	<ul style="list-style-type: none"> • No of committees/groups trained 		”	”	

Establish a community development fund	<ul style="list-style-type: none"> • A community development fund 		”	”	
Invest back funds generated from community mobilization efforts to support CD initiatives.	<ul style="list-style-type: none"> • Amount of funds disbursed • No of groups supported • No of committees trained 		”	”	
THEMATIC AREA	3. PARTICIPATORY APPROACHES TO COMMUNITY DEVELOPMENT				
Policy Objective	To strengthen the capacities of communities and development actors for effective participation and implementation of projects and programmes.				
Interventions	Indicators	Resources (Ksh.)	Actors	Time Frame	Outcomes
Institutionalize and enhance the application of participatory approaches in CD	<ul style="list-style-type: none"> • Manual on participatory approaches • Guidelines for application of participatory approaches. 	200M	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ AGs office ○ CoG ○ National Assembly ○ Academic institutions ○ Non-state actors ○ CD Practitioners ○ Communities 	July 2017 to June 2022	<ul style="list-style-type: none"> ▪ Empowered communities ▪ Enhanced participation of communities in development

Enhance the involvement of communities in decision making processes	<ul style="list-style-type: none"> Minutes Reports Community Action Plan(CAP) 		”	”	
Create awareness and build capacity for communities and development actors	<ul style="list-style-type: none"> Reports No of communities and development actors trained 		”	”	
Mobilize resources for community participation in development processes	<ul style="list-style-type: none"> Amount of resources mobilized 		”	”	
Enforce application of participatory approaches in CD	<ul style="list-style-type: none"> Reports 		”	”	
THEMATIC AREA	4. COMMUNITY EMPOWERMENT				
Policy Objective	To strengthen and build the capacities of communities and development actors for sustainable community development.				
Interventions	Indicators	Resources (Ksh.)	Actors	Time Frame	Outcomes
Develop and implement a community empowerment strategy	<ul style="list-style-type: none"> Community empowerment strategy 	100M	<ul style="list-style-type: none"> MEACL&SP MDCAs AGs office 	July 2017 to June 2022	<ul style="list-style-type: none"> Empowered communities

			<ul style="list-style-type: none"> ○ CoG ○ National Assembly ○ Academic institutions ○ Non-state actors ○ CD Practitioners ○ Communities 		
Review and operationalize the training manual on community development	<ul style="list-style-type: none"> • Training Manual on community development 		”	”	
Create awareness to communities and development actors on community empowerment	<ul style="list-style-type: none"> • Reports 		”	”	
THEMATIC AREA	5. COMMUNITY-DRIVEN DEVELOPMENT				
Policy Objective	To support and promote community-driven development initiatives				
Interventions	Indicators	Resources (Ksh.)	Actors	Time Frame	Outcomes
Develop a community engagement and exit strategy	<ul style="list-style-type: none"> • Community engagement and exit strategy 	120M	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ AGs office ○ CoG ○ National Assembly ○ Academic institutions ○ Non-state 	July 2017 to June 2022	<ul style="list-style-type: none"> ▪ Ownership ▪ Sustainability

			actors ○ CD Practitioners ○ Communities		
Create linkages between communities and development partners	• Reports		”	”	
Promote inter-sectoral collaboration	• Joint work plans • Reports		”	”	
THEMATIC AREA	6. RESOURCE MOBILIZATION AND MANAGEMENT.				
Policy Objective	To promote efficient and effective mobilization and management of community resources				
Interventions	Indicators	Resources (Ksh.)	Actors	Time Frame	Outcomes
Develop a resource mobilization and management strategy	• Resource mobilization and management strategy	85M	○ MEACL&SP ○ MDCAs ○ AGs office ○ CoG ○ National Assembly ○ Academic institutions ○ Non-state actors ○ CD Practitioners ○ Communities	July 2017 to June 2022	Enhanced community resources ▪ Sustainable community projects
Build capacities for communities and implementers	• Reports		”	”	

Enhance coordination for resource mobilization among different actors	<ul style="list-style-type: none"> • Joint-funding mechanism 		”	”	
THEMATIC AREA	7. CONFLICT MANAGEMENT IN COMMUNITY DEVELOPMENT				
Policy Objective	<ul style="list-style-type: none"> • To develop and strengthen structures and mechanisms for sustainable conflict management 				
Interventions	Indicators	Resources	Actors	Time Frame	Outcomes
Develop a peace building, conflict resolution and management manual	<ul style="list-style-type: none"> • Manual on peace building, conflict resolution and management 	85M	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ AGs office ○ CoG ○ National Assembly ○ Academic institutions ○ Non-state actors ○ CD Practitioners ○ Communities 	July 2017 to June 2022	<ul style="list-style-type: none"> ▪ Enhanced social cohesion ▪ Improved governance in the management of CD projects and programmes

Build capacities of communities and development actors	<ul style="list-style-type: none"> • Reports 		”	”	
Identify, establish and strengthen community structures and institutions for peace building, conflict resolution and management.	<ul style="list-style-type: none"> • Reports • No of community structures /institutions established and strengthened 		”	”	
Promote alternative dispute resolution mechanisms in management of conflicts in CD	<ul style="list-style-type: none"> • Reports • Alternative dispute mechanisms in place 		”	”	
THEMATIC AREA	8. COLLABORATION AND PARTNERSHIPS IN COMMUNITY DEVELOPMENT				
Policy Objective	<ul style="list-style-type: none"> • To strengthen collaboration, partnership, networking and synergies amongst community development actors. 				
Interventions	Indicators	Resources (Ksh)	Actors	Time Frame	Outcomes
Establish a data bank for community Development agencies and partners	<ul style="list-style-type: none"> • Databank 	50M	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ AGs office ○ CoG ○ National Assembly ○ Academic 	July 2017 to June 2022	<p>Sustainable community projects</p> <p>Enhanced synergy between partners</p>

			institutions ○ Non-state actors ○ CD Practitioners ○ Communities		-Improved governance in the management of community development projects and programs
Establish structures to coordinate and monitor the operations of community development agencies and initiatives	<ul style="list-style-type: none"> • Coordination and implementation framework 		”	”	Improved livelihoods

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Build the capacities of community institutions and structures	<ul style="list-style-type: none"> • Reports 		”	”	
THEMATIC AREA	9. RESEARCH, INNOVATION AND ICT				
Policy Objective	<ul style="list-style-type: none"> ▪ To promote research, innovation and use of ICT for informed decision making, efficient and effective implementation of community development programmes. 				
Interventions	Indicators	Resources (Ksh)	Actors	Time Frame	Outcomes
Facilitate and conduct research on community development	<ul style="list-style-type: none"> • Reports 	150m	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ CoG ○ ICTA ○ Academic/research institutions ○ Media ○ Non-state actors ○ CD Practitioners ○ Communities 	July 2017 to June 2022	<ul style="list-style-type: none"> ▪ Empowered communities ▪ Sustainable community development projects
Disseminate the research findings for improved programming and implementation of CD programmes	<ul style="list-style-type: none"> • Reports • Project implementation plans 		”	”	

Identify and promote innovations in community development	<ul style="list-style-type: none"> • Initiatives/projects 		”	”
Promote and enhance the use of indigenous knowledge in community development	<ul style="list-style-type: none"> • Reports • Initiatives in place 		”	”
Establish networks and linkages amongst researchers, CD practitioners and communities.	<ul style="list-style-type: none"> • Reports • Joint implementation plans 	project work	”	”
Conduct training needs assessment for communities and actors in relation to ICT, research and innovation	<ul style="list-style-type: none"> • TNA Reports 		”	”
Enhance access to ICT by communities and development actors	<ul style="list-style-type: none"> • Training reports • ICT hubs 		”	”

Mobilize resources for research, innovation and ICT equipment	<ul style="list-style-type: none"> • Amount of resources mobilized 		”	”	
Document best practices on CD for learning and replication	<ul style="list-style-type: none"> • Reports • Documentary 		”	”	
Integrate CD data into the National Integrated Monitoring and Evaluations System(NIMES)	<ul style="list-style-type: none"> • Reports 		”	”	
THEMATIC AREA	10. EMERGING AND CROSSCUTTING ISSUES IN COMMUNITY DEVELOPMENT				
Policy Objective	<ul style="list-style-type: none"> ▪ To ensure and enhance mainstreaming of emerging and crosscutting issues in community development 				
Interventions	Indicators	Resources (Ksh)	Actors	Time Frame	Outcomes
Develop the strategies for mainstreaming emerging and crosscutting issues in CD projects/programmes	<ul style="list-style-type: none"> • Reports on • Manual mainstreaming 	50M	<ul style="list-style-type: none"> ○ MEACL&SP ○ MDCAs ○ CoG ○ Academic/research institutions ○ Non-state actors ○ CD Practitioners ○ Communities 	July 2017 to June 2022	<ul style="list-style-type: none"> ▪ Inclusive socio-economic development ▪ Sustainable community development projects
Develop a monitoring, evaluation and	<ul style="list-style-type: none"> • MER framework 		”	”	

reporting framework to track progress in mainstreaming of cross-cutting and emerging issues					
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