NAIROBI CITY COUNTY

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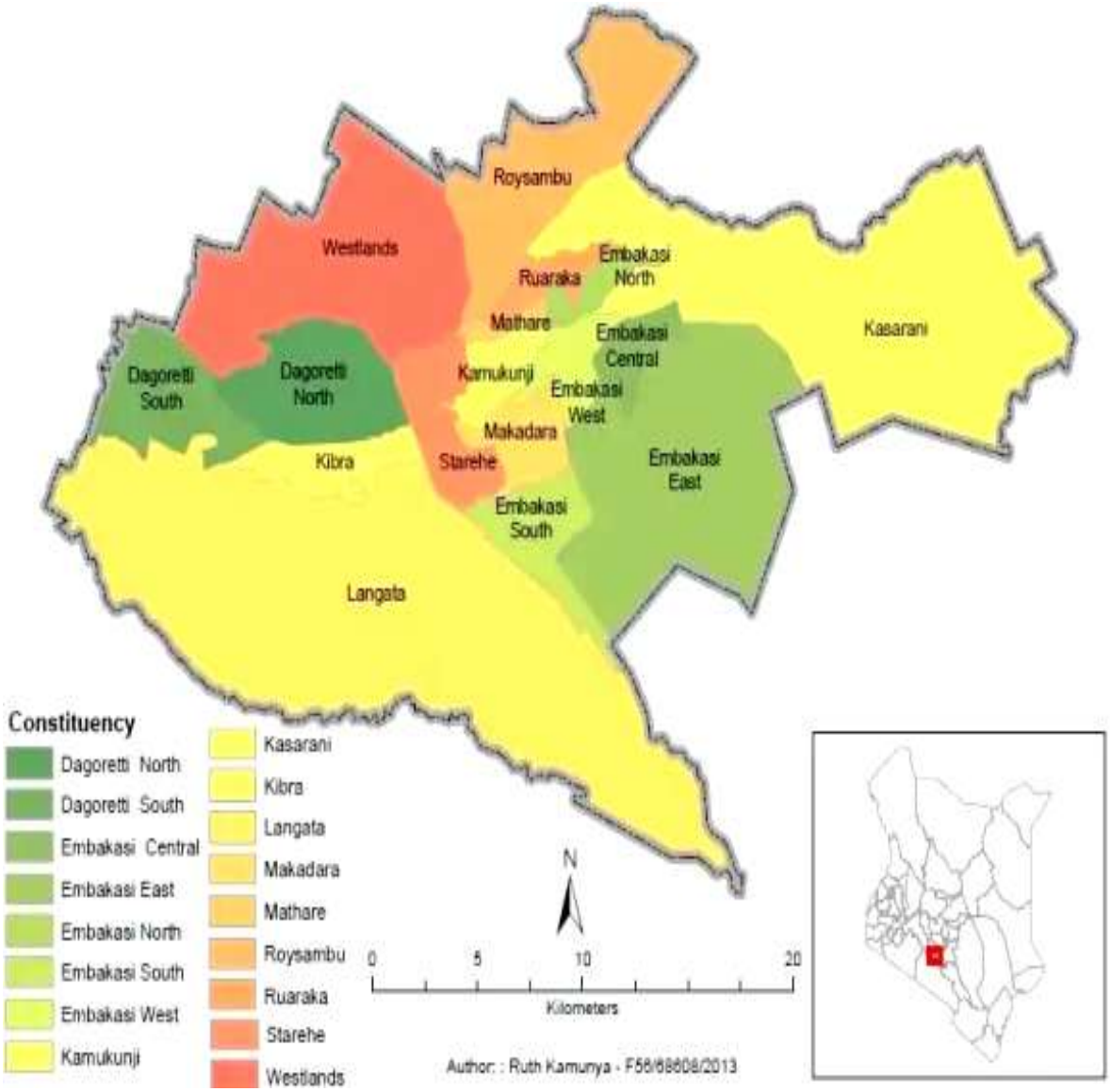
THE NAIROBI COUNTY POLICY ON COMMUNITY DEVELOPMENT

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Theme:

Promoting Community Development for Socioeconomic and Livelihoods Empowerment in Nairobi City County

2026



"*If poverty is a political choice, then community development is inevitably a political activity*."

— Margaret Ledwith, *Community Development: A Critical Approach*

APPROVAL PAGE

This Policy is submitted to the County Executive Committee by:

……	……	……..
Name	**CEC - Member**	**Signature**

Date of Submission: ……..

APPROVAL:

This Nairobi City County Policy on Community Development, 2026, is hereby approved, is hereby approved by the County Executive Community during the Cabinet Meeting held on the …….. day of …….. in the year of the Lord ……..

Signed: ……. Date: ……

Name: H. E. Gov. Johnson Sakaja, Governor of Nairobi City County

FORWARD

Community Development is one of the devolved functions of the County Governments. This shift is at the core of the Nairobi County Policy on Community Development and its implementation. The County Government in collaboration with other stakeholders, have developed this Policy to meet the Government's strategic objectives on the empowerment of marginalised and vulnerable groups.

The Policy will be a guideline in community development, as it incorporates the interests, values and commitments of groups including the youth, women, elderly persons, persons with disabilities, migrants, refugees and internally displaced persons while engaging them along globally and nationally agreed goals through social connections for achieving transformative change.

The policy proposes, among other measures, empowerment of community-based organisations and self-help groups as an integral part of County development to deepen social and economic justice and amplify their self-confidence. It recognises that engaging the groups in development paradigms is inevitable, as they have the will and numbers to transform the county through cutting-edge skills and innovation. There is a need to be accorded the opportunity to build the nation where possible.

The implementation of the policy will enhance the community development management skills of staff and increase Output Deliveries and Performance Standards and effective service delivery in Community Development. The stakeholders will also make use of the policy to raise the levels of community awareness, including working to change the attitudes and behaviours of individuals in their personal and professional capacities. It will also mainstream community development in other sectors of our county, as well as providing mechanisms for resource mobilisation, stakeholder management, community engagement, community organisation and training among others.

As the Governor of Nairobi City County, it is my great honour and pleasure to launch this policy, which also represents an internationally recognised policy shift from the traditional local development models towards a new paradigm in Nairobi County, that includes capacity building, livelihood development and empowerment of communities at the grassroots. I hope that this policy will contribute to the achievement and adherence to community development practice and integration.

……..

H.E. Sakaja Arthur Johnson
Governor, Nairobi City County Government

PREFACE

Nairobi City County is a vibrant hub filled with potential and enviable opportunities. Yet, it also faces significant challenges. This policy document, "*Nairobi City County Policy on Community Development,*" is our attempt to shine a light on the path forward. The goal? To promote community development for socioeconomic and livelihood empowerment. Researching and writing this document has been a journey, a process worth commemorating and documenting for future generations. It stemmed from a belief that if poverty is a political choice, then community development is a political activity. This realisation drove the entire Nairobi City County Administration to gather insights and strategies that could uplift our communities and ensure that each segment of the community made a significant contribution towards making Nairobi City County Work, as has always been cited by our Governor, H. E. Hon. Johnson Sakaja.

I've seen firsthand how powerful collective efforts can be. When people come together, they can change their circumstances, hence their destiny, for the greater benefit of future generations. I want to express my gratitude to those who made this work possible. A special thank you to the Governor of Nairobi City County for his unwavering support. The Nairobi City County Executive Committee, in charge of Community Development, Hon. Brian Mulama, played a crucial role in shaping our Community Development Policies.

To the IASR Team, led by Desmond Boi and Richard Ochieng Bonyo, your dedication, commitment to high professional standards, and expertise were invaluable. And to the community members, especially the elected Ward Representatives and Ward Administrators, your voices guided this work and brought the public together for the eventual creation of this groundbreaking document.

This policy literally applies to everyone. Whether you are a policymaker, a community leader, or simply someone who cares about the future of Nairobi, I hope you find inspiration and practical insights within these pages. Together, we can drive change and build a brighter future for our city. Let's get started.

Signed:

……

Hon. Brian Mulama

CECM - Talents, Skills Development and Care, Nairobi City County Government

ACKNOWLEDGEMENT

The making of this policy was a step in the right direction, which is premised on the clarion call by H. E. Governor Johnson Sakaja, calling upon all residents and leaders of Nairobi to "Make Nairobi Work". His unwavering support to the process of coming up with this policy has been insurmountable as evidenced by the level of commitment of his administration led by the Nairobi County Executive Committee to significantly participate in all stages of Policy formulation including but not limited to mobilization of grassroots organizations in driving the Bottom-Up Economic Transformation Agenda, Kenya Vision 2030, and Sustainable Development Goals right from their door-steps upwards to the meso-community levels.

Special mention goes to the Social Services Department, especially the Talent, Skills Development and Care Sector for accepting and driving the challenge towards creating an enabling policy and legislative framework for supporting participatory and inclusive development planning and implementation models through this policy. In the same breadth, it is also worth appreciating the Technical Committee that was established to ensure that this policy is formulated, developed and enacted.

We also acknowledge the consultants who supported the Technical Committee in researching, drafting, and developing the Policy as presented. The team included Mr. Desmond Ogalo Boi and Mr Richard Ochieng Bonyo from the Institute of Applied Studies and Research (IASR), Kenya. Mr. Richard Ochieng Bonyo is a specialist in Project Planning, Design, and Implementation, as well as Policy Research and Development, while Mr Desmond Boi is a seasoned Expert in Monitoring, Evaluation, Research, and Learning.

The Nairobi citizens also played a vital role in sharing valuable thoughts and insights during stakeholder engagement and public participation sessions conducted by the Policy Development Technical Committee. This information greatly influenced the direction that the final policy document had to take.

To the Departmental Technical Officers of Nairobi City County Government, whose contributions were diverse and immense throughout the Policy Formulation Process, you are appreciated and, in a very special way, recognised.

We remain gladly indebted to the Kenya Community Development Fund (KCDF) and Kenya Alliance of Residents Association (KARA) for mobilising financial and technical assistance to the Policy development; their support ensured that all planned activities and necessary technical inputs were performed and or acquired.

Finally, we cannot forget the invaluable contribution from civil society organizations namely, Umande Trust, Pamoja Trust, Danish Refugee Council, Hand in Hand East Africa, Amnesty International, Kounkey Design Initiative, LA' Africana, Mukuru Slums Development Program and among various other grassroot Community Based Organizations (CBOs) in Nairobi County. Your support is what enabled this Policy to be what it is today.

……

Tony Michael Kimani
Chief Officer - Social Services, Nairobi County Government

EXECUTIVE SUMMARY

The document outlines the development and implementation of the Nairobi City County Policy on Community Development. It emphasises the participatory and inclusive approach taken in formulating the policy, involving stakeholders at various levels. The policy aims to provide a comprehensive framework for community development coordination, implementation, and management, with a focus on key thematic areas such as governance, capacity building, resource mobilisation, conflict management, and partnerships development. It also highlights the role of the County Government in driving socio-economic development and fostering collaboration with various stakeholders.

The document proposes the establishment of committees at different levels to oversee policy implementation and coordination, ensuring representation from diverse sectors and communities. Additionally, it introduces the concept of a Technical Steering Committee (TESC) to guide the technical aspects of policy development and implementation. Overall, the policy is designed to achieve impactful results through effective coordination of community development practices, aligning with national and international development agendas.

This document summarises the Nairobi City County Community Development Policy (2026), focusing on its background, goals, objectives, implementation strategies, and coordination framework. Under the Background, the document posits that contemporary community development has roots in traditional African societies and was formalised in Kenya during the British colonial era. During the post-independence period, the Kenyan government emphasised community development through various policies and programs. The Constitution of Kenya recognises communities as key drivers of their own development.

The policy is justified by the need for a framework to harmonise community development programming and financing, especially as it is a devolved function. The policy aims to bridge socio-economic gaps and ensure inclusive development in Nairobi City County. **The Goals and Objectives of the Policy** are highlighted to include: (a) **Policy Goal** - Provide a comprehensive framework for coordinating community development projects, stakeholder engagement, development planning, and resource mobilisation; and to promote impactful community development through partnerships and capacity building.

Broad Objectives include: (a) Promote socio-economic empowerment; (b) Facilitate community needs assessment and organisation; (c) Create community engagement frameworks; (d) Increase leadership capacity and cohesion; (e) Promote community resilience and sustainable development; (f) Enhance community education and capacity building; and (g) Standardise community partnership and coordination practices. **Specific Objectives** of the Policy are listed to include the following: (a) Develop legislative frameworks for stakeholder management and resource mobilisation; (b) Create operational Community Empowerment Frameworks; (c) Set up infrastructure for capacity building and socio-economic empowerment; (d) Strengthen internal mechanisms for performance management; (e) Empower communities and local development; (f) Foster sustainable social and economic development; (g) Safeguard rights and interests of marginalized groups; and (h) Drive equitable and sustainable development at the grassroots level.

The Policy Scope is designed to apply to all community development programs within Nairobi City County and to address overarching community development needs and challenges, including: - Poverty and food insecurity, Informal housing and industry, MSME Development, Health and Environmental Risks, Gender and HIV/AIDs, Land, Housing and Infrastructure, Safety and Security, Environment and Climate Change, Agriculture, Livestock and Fisheries Development, Intergenerational Dialogue and Inclusion, Youth, Women, older persons and PWDs in Decision-Making, Devolution and Local Governance, Informal Settlement Upgrading and Low-Cost Housing Development, Job Creation, Research and Innovation and ICT including the establishment and management of Ward-Level ICT Hubs, integration of Artificial Intelligence (AI), Machine Learning (ML) and ICT in various sectors of the City Economy.

Guiding Principles of the policy have been highlighted and elucidated to include Community Participation, Ownership & Involvement, Empowerment, Equal Access and Opportunities, Networking, Rethinking, Advocacy, and Learning. Policy Commitments and Interventions as espoused in this policy document include (a) developing legislative frameworks for stakeholder management and resource mobilisation; (b) creating operational Community Empowerment Frameworks; (c) setting up infrastructure for capacity building and socio-economic empowerment, and (d) strengthening internal mechanisms for performance management.

Policy Programmatic/Focal Areas, and that inform Policy-oriented programming and projects formulation include the following: (a) **Institutional and Organisational Strengthening**: Aligns policies and laws with the Constitution and devolved system; (b) **Governance and Administration for Results:** Promotes effective governance and management; (c) **Community Mobilisation, Sensitization, and Capacity Building:** Ensures community participation in decision-making; (d) **Community-Driven & Inclusive Development Planning**: Focuses on women, youth, older persons and PWDs; (e) **Human Resources Management and Development:** Equips communities with relevant knowledge and skills; (f) **Resource Mobilization and Management:** Establishes a unit for resource mobilization and coordination; (g) **Conflict**

Management and Resolutions: Promotes conflict mitigation mechanisms; (h) **Networking and Partnerships Development**: Fosters collaboration between stakeholders; and (i) **Research, Knowledge Building and Sharing**: Encourages research and documentation of best practices.

Policy Coordination & Implementation Framework is designed to ensure both a top-down and bottom-up approach, such that the department responsible for Community Development spearheads implementation while committees are established at various levels (County, Sub-County, Ward) for oversight and coordination. Roles are defined for state actors (National and County Government), non-state actors (SHGs, CSOs, FBOs, etc.), communities, and the media. The Technical Steering Committee (TESC) guides technical aspects of policy and its implementation. County Steering Committee for Community Development (CSCCD) provides overall coordination and advisory services, while Sub-County Committee for Community Development (SCCCD) coordinates community development programs at the sub-county level, and Ward Committee for Community Development provides overall coordination, oversight and advisory services to community development projects and programs at the ward level.

The Monitoring and Evaluation Framework is established to ensure a routine tracking of policy implementation and outcomes, timely evaluation to determine the value of policy milestones, effective reporting to share lessons learned, seamless coordination by the County Steering Committee on Community Development, Participatory monitoring at all levels, and Policy review after ten years into the policy implementation and performance tracking.

The policy outlines budget implications for each objective and intervention, covering areas such as legal frameworks, community engagement, capacity building, and resource mobilisation.

Policy Review, Amendment, and Transition Clauses include provisions for policy review every ten years. The review process includes consultative meetings and reports, while transitional clauses guide the implementation of the policy. A County Plan of Action on Community Development will be developed, aligned with national and international goals to ensure that the policy effectively contributes to national, subnational, regional, and international development goals and indicators.

LIST OF ABBREVIATIONS AND ACRONYMS

AI	- Artificial Intelligence
AU	- African Union
CBOs	- Community-Based Organisations
CDPs	- Community Development Partners
CIDP	- County Integrated Development Plan
CoK 2010	- Constitution of Kenya 2010
CoK	- Constitution of Kenya
C-PBCR	- County-wide Peace Building and Conflict Resolution
CPCRC	- County Peace Building and Conflict Resolution Committee
CSCCD	- County Steering Committee for Community Development
CSOs	- Civil Society Organisations
DCD	- Department of Community Development'
DPs	- Development Partners
DSD	- Department of Social Development
FBOs	- Faith-Based Organisations
GoK	- Government of Kenya
ICT	- Information Communication Technology
HIV/AIDS	- Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
MDCAs	- Ministries, Departments, Counties and Agencies
MEAL	- Monitoring, Evaluation, and Learning
MERL	- Monitoring, Evaluation, Research, and Learning
ML	- Machine Learning
MSME	- Micro Small and Medium Enterprise
NGAOs	- National Government Administrative Officers
NG-CDF	- National Government Constituency Development Fund
PBOs	- Public Benefits Organisation
PWDs	- Persons with Disabilities
SACCOs	- Savings and Credit Cooperative Societies
SCCCD	- Sub-County Committee for Community Development
SCPCRC	- Sub-County Peace Building and Conflict Resolution Committee
SDGs	- Sustainable Development Goals
TESC	- Technical Steering Committee
VIOs	- Voluntary Involvement Organisations
WEF	- Women Enterprise Fund
YEDF	- Youth Enterprise Development Fund

Definition of Key Concepts and Terminologies

- *Basic Rights:* Basic rights, as used in this Policy Paper, refers to rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Within the scope of application of this definition, basic rights include right of access to food and nutrition; right of access to quality, accessible and affordable health; right of access to quality and adequate water; right of access to, retention in, completion of and transition within cycles of education of good quality and affordable; right to access shelter and right to life, liberty and security of person.

- *Capacity Building:* In the context of this policy, the operational definition of "Capacity-building" is the process of developing and strengthening the skills, instincts, aptitudes, abilities, processes and resources that local organisations and communities need to survive, adapt, and thrive in a fast-changing world, thus effectively contribute to national and global development goals and targets.

- *Civil Society Organisations (CSOs):* CSOs are defined as non-state, not-for-profit, voluntary entities formed by people in the social sphere that are separate from the state and the market to represent a wide range of interests and ties. CSOs in this Policy include all duly registered community-based organisations, self-help groups, women groups, youth groups, as well as non-governmental organisations (NGOs) within the Nairobi City County. Accordingly, "civil society" as a concept is used in this Policy to refer to a broad concept including any collective civic arena of individuals, organisations, social movements, networks or coalitions that act or organize formally or informally to advance joint interests, values, objectives or goals of or across communities. In the context of this Policy, CSOs do not include businesses, companies, cooperatives or for-profit associations.

- *Community-Based Organisations (CBOs):* Community-Based Organisations (CBOs) are mechanisms that encourage individuals at the community level to take control of different issues impacting their life, be they economic, social, cultural, environmental or even political. They are meant to supplement and not replace the state, local, and territorial laws, rules and regulations.

- *Community Development:* Community development is defined broadly as "a process where community members come together to take collective action(s) and generate solutions to common problems affecting them, be they economic, social, cultural, environmental or even political". The International Association for Community Development defines Community Development as both a practice-based profession and an academic discipline; hence, the policy focuses on Community Development as a Professional Discipline for purposes of training and capacity building, with certification at the end of each training and capacity building cycle.

- *Community:* A community is a geographical subset of society at the local level that is defined by commonalities such as, but not limited to, norms, religion, shared interests, customs, values and needs of civilians. A community is not static or closed, but constantly evolving, subject to internal and external construction and reconstruction, such as evolving urban planning and development trends within Nairobi County.

- *Coordination* means the unification, integration, and synchronization of efforts of group or community members to provide unity of purpose and action in the pursuit of common goals. It is a hidden force that binds all the other functions of management, such as establishing Committees and other liaisons to ensure that community development goals and objectives are met and sustained.

- *Development:* Development is defined in this Policy as a process that results in growth, progress, positive change, or the addition of physical, economic, environmental, social, and demographic components to an existing system or environment. Development is thus a multidimensional undertaking to achieve a higher quality of life for all people. Economic development, social development and environmental protection are interdependent and mutually reinforcing components of sustainable development.

- *Development Partner:* Development Partner in this policy is any entity (government, UN agency, bank NGO, private company) collaborating with another organization, like the County government to achieve shared development goals. They work collectively on projects, offering diverse support from policy guidance to financial aid, ensuring broader impact and sustainability in development initiatives.

- *Empowerment:* Empowerment is not a new term in the community development discourse. In this Policy Paper, empowerment is defined as the process of enabling people to increase control over their lives, to gain control over the factors and decisions that shape their lives, to increase their resources and qualities and to build capacities to gain access, partners, networks, and a voice, to gain control. Empowerment is now increasingly used and connected to social development groups such as poor people, youth, older persons, persons with disabilities, persons with terminal and life-threatening illnesses, indigenous peoples and marginalised people.

- *Equality:* Equality is conceptualised as the state of being equal, especially in status, rights and opportunities. Equality means each individual or group of people is given the same resources and opportunities, regardless of their circumstances.

- *Equity:* Equity is the fair distribution of opportunities, power and resources to meet the needs of all people, regardless of age, ability, gender, income, education level, culture or background. This means providing support based on an individual's level of need, instead of providing everyone the same amount of support.

- *Gated communities:* refer to those areas with good services and low poverty indicators.

- *Informal or urban poor settlements*: refer to those settlement areas which are marginalised and are characterised by high poverty indicators in accordance with the latest demographic survey.

- *Non-State Actor* means actors who are not attributed to the State and whose actions are generally not attributable to the State.

- *Persons with special needs* means persons who may have special needs and/or vulnerabilities, including women, children, the elderly, persons with disabilities, persons with chronic or acute illnesses or health needs, including HIV/AIDS, members of minority groups, the indigenous or any other person with similar special needs and/or vulnerabilities. This term is equivalent to the term "Disadvantaged."

- *Refugee* means every person who qualifies as a refugee under the 1951 Geneva Convention relating to the Status of Refugees and the 1967 Protocol relating to the Status of Refugees. It also applies to every person who, owing to external aggression, occupation, foreign domination or events seriously disturbing public order in either part or the whole of his country of origin or nationality, is compelled to leave his place of habitual residence to seek refuge in another place outside his country of origin or nationality, as defined by the 1969 AU Convention governing the Specific Aspects of Refugee Problems in Africa;

- *Social inclusion* refers to the process of improving the conditions of disadvantaged individuals and most vulnerable groups - such as women, youth, and minorities, among others.

- *Standards* mean the act or process of public participation is developed and accepted by the stakeholders as the desired content and quality. The standards are based on the consensus of different interested parties, users, and the two levels of government.

- *Sustainable Development:* Sustainable development has been defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development calls for concerted efforts towards building an inclusive, sustainable and resilient future for people and planet.

- *Village:* A Village is defined as the lowest administrative unit under the County and National Government levels.

- *Ward*: Defined as per Article 89 of the Constitution of Kenya to mean one of the Electoral Wards into which Kenya is divided, and particularly, it means 85 Wards that constitute Nairobi City County.

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CHAPTER ONE

INTRODUCTION

1.1. Background Statement

1. 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.

2. Formal community development was introduced in Kenya by the British Colonial Government in the 1940s in the form of betterment schemes and women's clubs, currently infamously referred to as "*Chama*". Since then, community development has been an integral part of societal development practices.

3. Since independence, the Kenyan Government and its Development Partners have been at the frontline formulating, developing and implementing policies, legislations, regulations and programs that are intended to help elevate the social, economic and political status of the people of Kenya. These efforts draw their strength from the clarion call by the founder of our Nation, the Late Mzee Jomo Kenyatta, to eradicate poverty, disease and ignorance through enlivening the spirit of our Nation – Kenya, as embodied in the Words of our National Anthem – "*May we dwell in unity, peace and liberty; Plenty be found within our borders*…"

4. 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, supporting and coordinating of various grassroots development initiatives including provision of skills and capacity development, regulation of self-help and other community-based development groups.

5. Initial Government efforts to promote community development included the creation of betterment schemes and other key institutions like the Jeans school, which later became the Kenya Institute of Administration and currently it is the Kenya School of Government and home craft centres to spearhead training activities in community development work. Soon after independence, people and resources were mobilized through the Harambee movement that later evolved into other forms of Government support, such as NG-CDF, NGAAF, WEF, YEF, MYWO, to mention but a few.

6. The Initial Community Development approach included the formation of self-help groups to undertake socio-economic development initiatives geared towards improving their welfare. To this end, a National Plan on Community Development was launched in 1964 with the main objectives of this plan being to support and accelerate economic development; prevent social ills; promote the general welfare of the community and strengthen family life and care of children.

7. To ensure implementation of the National Community Development Plan (1964), the Government of Kenya put in place measures which included:

   - ♣ Employment of more community development staff;
   - ♣ Training of community leaders and mothers to enable them to play an active role in community development.
   - ♣ The government also provided grants/funding to self-help projects to complement people's efforts; and

- ♣ The Government also encouraged the formation of community development committees (CDCs) at all administrative levels to: Identify local needs; Propose appropriate interventions and mobilise needed resources.

8. The National Community Development Plan (1964) continues to guide community development work to date, as it will be reflected in our Policy Implementation Strategy.

9. In addition to the National Community Development Plan (1964), various National Sectoral Policies, Strategies and Programmes have been developed to guide the implementation of community development initiatives. Key among them is as follows: - 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 Policy documents that shaped community development in Post-independence Kenya included The District Focus for Rural Development (DFRD) strategy of 1983, The Poverty Reduction Strategy Plan (PRSP) GoK of 2001, The Economic Recovery Strategy for Employment and Wealth Creation (ERS) GoK (2003-2007), Kenya Vision 2030, and The Constitution of Kenya (COK, 2010) and its enabling pieces of legislation such as The County Government Act No. 14 of 2013 and Urban Areas and Cities Act of 2013 which commits the government to nurturing and protecting the wellbeing of individuals, families, communities and the nation.

10. 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.

11. Community Development has dominated the global agenda on sustainable development as a key strategy or approach that brings about change through the initiation of projects that are responsive to community needs. With globalization of the economy and the emergence of transnational organisations concerned with social and economic issues, the incorporation of global dimensions of community development is today a priority. Notably, this kind of approach is viewed as the main driver of innovation, creativity, equality and social justice and thus requires every society to be intricately a party to its instruments.

12. In Kenya, community development is a practice that has contributed significantly to national development since pre-colonial times. Sessional Paper No. 10 of 1965 explicitly spelt out the role of community development practices.

13. The Constitution of Kenya 2010 also recognizes communities as the key drivers of their own development processes as ably stipulated under Chapter 11, Article 174 (d) that recognizes the rights of communities to manage their own affairs and to further their development while Chapter 4, Article 19 states that the Bill of Rights is an integral part of Kenya's democratic state and is the framework for economic, social, and cultural policies. 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 and administration of their affairs

14. By virtue of the fact that community development entails mobilisation and organisation of communities for action, the process requires meticulous group formations and development processes, management of community development projects while sustaining community participation and engagement in all related community development activities, projects, programmes and performance management for all community development initiatives by or for the Citizens of Nairobi City County.

15. The above assertion draws its relevance from the realisation that the primary goal for Kenya is to achieve a broad-based, inclusive, sustainable improvement in the welfare of all Kenyans. Accordingly, this goal will require a concerted effort of all development stakeholders to tackle the intolerably high prevalence of household poverty that now afflicts about half of the Nairobi City County population, with the worst affected being slum and other informal settlement dwellers. While the Government has a particular responsibility for spearheading action and creating an

enabling climate for development to take place, SHGs, CBOs, PBOs, FBOs, SACCOs, Associations and the Private Sector established and operating within these communities have a role and an obligation to mobilize resources at their disposal to effectively and efficiently address Kenya's Core Challenges of Poverty, Diseases and Ignorance among other prevailing challenges such as impacts of climate change and emergency of intergenerational disconnect.

1.2. Policy Justification

16. The National Government has made efforts to establish frameworks for harmonisation and mainstreaming of community development programming and financing at the national level through the Draft National Policy on Community Development (2017).

17. Given that community development is to a very large extent, a devolved function that is a mandate of county governments in Kenya to oversee, supervise and coordinate, a policy framework becomes of paramount importance, hence the need for this policy document.

18. Community development is now a devolved function of the County Government. It is within this context as provided for by the Constitution and County government Act the Nairobi City County as required by law undertakes to play its role in matters touching on Community Development issues where the County sees the Policy on Community Development as a necessity. Executive Order No. 1 of 2016 gave the ministry of East African Community, Labor and social protection the responsibility for the function of community development and community mobilization which now falls under the talents, skills development and care sector in the county government functions. The policy will advance and aspire to uphold equity and gender equality as provided for in the constitution. Article 2(6) obliges the Government to implement the international treaties it has ratified as elaborated through the Treaty Making and Ratification Act, 2012.

19. 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 organization and 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. Further, the two-tier government under the 2010 Constitution is a basis for re-tooling the community development paradigm to ensure that it guides the activities of both levels of Government.

20. The policy recognizes the country's commitment to the African Union Development Agenda 2063 and the United Nations Global Agenda 2030. Finally, the 2017 Draft National Policy on Community Development developed by the National Government with the aim to provide a comprehensive framework for coordination, implementation and management of community development practice for national development provides the anchorage for this Policy.

21. Guided by the transformative agenda to build a Nairobi that is inclusive, resilient and prosperous—a city where every individual has the opportunity to fulfill their aspirations and contribute meaningfully to society, the Nairobi City County Government recognizes that sustainable development requires both collective and participative action by all and sundry members of the society. To this end, the Nairobi City County Government has taken a path that seeks to forge strong collaboration with the private sector, civil society, academia, faith-based organizations, and international organizations to leverage resources, expertise, and innovation for the greater good and benefits for all in an increasingly synergistic society.

22. The formulation and development of this policy is also resulting from the realization that Community Development is a method, a strategy and an approach that brings about change through initiation of projects that are responsive to community needs. This definition is derived from the United Nations (UN) conceptual definition of 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".

23. The need for the policy is therefore motivated by a need to bridge the gap between different socio-economic groups in Nairobi City County and to ensure that no one is left behind when it comes to development planning, resource allocation and project implementation for social, economic and environmental positive change. By harnessing resources from both public and private sectors to co-invest in quality education, healthcare, housing, nature conservation, climate change adaptation and mitigation, food and nutrition security, and infrastructure development, we are striving to create a level playing field where every resident of Nairobi City County can thrive and prosper.

24. The Policy recognises that one of the key pillars of our community development is empowerment and emancipation towards self-dependence and reliance. Consequently, the Policy is designed to create a formal framework for empowering individuals and communities to actively participate in decision-making processes that affect their lives.

25. Through program-/sector-based budgets, targeted programs and initiatives, the Policy aims to promote active and meaningful civic engagement, entrepreneurship, innovation and skills development to unlock the potential of our diverse population, hence creating immense opportunities in the social, environmental, economic, political and other development sectors within Nairobi City County.

26. The Policy presents an elaborate and concise framework for organizing people, groups, associations, societies and organizations for the pursuit of the Bottom-Up Economic Transformation Agenda (BETA) Policies and Programs within the Nairobi City County while seeking to motivate individuals and their grassroots formations to effectively, strategically and inclusively participate in activities, projects, programmes, and initiatives that appropriately responds to and address their needs, hence fostering a sense of unity, shared responsibility, social integration and cohesion and ultimately contributing to shared prosperity which are crucial tenets for sustainable and perpetually successful communities.

27. The present policy recognises the people as the most important resource to develop for real sustainable development to take place and remain valid. Labour force and poverty are a predicament given its numerous manifestations, including but not limited to low and unreliable income, ill-health, low levels of education and illiteracy, insecurity and uncertain access to justice not to mention disempowerment and isolation from the mainstream socio-economic development and increasing broad-spectrum mental health conditions with adverse impacts on the general safety and security of citizens in Nairobi City County. These factors have caused the standard of living of the vast majority of Nairobi residents to deteriorate drastically as poverty levels rise against the backdrop of a shrinking economy in the recent past. It is, therefore, necessary to devise a multi-stakeholder, multi-level and multi-dimensional policy and interventions that will provide a realistic people-led and driven solution, hence, the *Nairobi City County Community Development Policy (2024)*.

1.3. Goals & Objectives of Nairobi City County Community Development Policy

28. The goals and objectives of the Policy are as follows:

1.3.1. Policy Goal

29. The policy aims to provide a comprehensive framework for the coordination of community development projects/programmes implementation; stakeholder identification, engagement and management; development planning and resources mobilisation; and promote a highly impactful community development practice through continuous partnerships and capacity building in Nairobi City County.

1.3.2. Policy Broad and Specific Objectives

Broad objectives	Specific objectives
Community socio-economic empowerment	• To promote socio-economic empowerment strategies that uplift individuals and communities to foster self-sufficiency, equitable opportunities, and improved well-being. • Promote effectively towards the achievement of the 17 sustainable development goals since the concept of sustainability in community development takes into account the social, economic and environmental dimensions of development. • to set up infrastructure for grassroots capacity building for socio-economic empowerment and livelihoods development through community organisation and training, networks and partnership building, group development, market exposure activities, community engagements in issue analysis and prioritisation, exchange, community development support programs
Community organization	• Facilitate community needs assessment to identify issues to facilitate social change, communityorganisationn and mobilisation • Facilitate group formation, registration and development for social-economic empowerment purposes.
Community engagement and involvement	• Create community mobilisation and coordination frameworks, mechanisms and strategies within and through which people's involvement and participation in development planning, resource management, and implementation of development policies and programs can be harnessed and harmonised • ensure that community members are increasingly creatively and meaningfully engaged in decision-making and development activities through self-consciousness, self-starting and sustaining efforts and optimal utilisation of locally available resources while promoting ingenuity of all development players in the community; • create operational Community Empowerment Frameworks to guide mobilisation for community development initiatives, stakeholder mapping, onboarding and management, and resource mobilisation for county community development issues.
Community leadership and cohesion	• To actively work to increase leadership capacity, skills, confidence, and aspirations in the community development process and facilitate collaborative efforts with community development stakeholders, development partners and other actors; • Create local teams and leadership structures for community development facilitation in sync with the devolved system of government currently in operation in accordance with the Constitution of Kenya 2010 and the County Governments Act, No. 14 of 2013; • Promote and scale-up social, economic, political and environmental posterity through structured, purposive and appropriately coordinated community grassroots actions and programmes;
Community resilience and sustainable development	• To assist community members in designing and implementing a plan to solve agreed-upon problems by emphasizing shared leadership, active citizen participation, and utilisation of locally available community resources, including indigenous knowledge • Motivate collective and strategic actions aimed at providing for basic rights, including shelter, food and nutrition, water,

	health and sanitation, security, and education, among other fundamental human needs within Nairobi City County; • Motivate and rally people to action on matters that cut across the social strata, and that predispose communities to greater risks, vulnerabilities and dependencies • To promote sustainable practices that protect community resources and ensure long-term viability for future generations
Community education and capacity building	• To help community members understand the economic, social, political, environmental, and psychological impact associated with alternative solutions to common problems affecting residents of Nairobi City County including poverty, hunger, disease, illiteracy, and environmental degradation while acting decisively on other emerging threats to human existence such as climate change, youth bulge, inter and intra-community conflicts and political intolerance among others and seek alternative to alleviate their negative effects.
Community partnership, coordination, practice standardisation	• Bring development in all areas of basic human rights and needs through increased formalisation of partnerships between community self-help groups (SHGs), community-based organisations (CBOs), Public Benefits Organisations (PBOs), Faith-Based Organisations (FBOs), International Aid Agencies (IAAs), Bilateral and Multi-Lateral Development Organizations and the Nairobi City County Government. • pave the way for the development of legislative frameworks for effective community stakeholder harmonization, programme coordination, CBO management, and resources mobilisation to enhance output and performance standards of community development practices within the county. • To strengthen community development internal mechanisms for efficient and effective performance management through restructuring, staff capacity development and training, exchange programmes, research and development, monitoring and evaluation, resource mobilisation and management.

1.4. Purpose of the Policy

30. The purpose of this Policy, therefore, is to drive self-reliance and sustainable development within Nairobi City County through: -

a) Bringing together all Nairobi City County residents for inclusive, participatory and people-centred development;

b) Raising people's awareness on their development needs, cross-cutting challenges and their individual and collective responsibilities in militating against these challenges;

c) Assisting in delivery of resources and services as mobilized and or generated from both public and private sectors;

d) Facilitating and strengthening community participation in decision-making, development planning, policy formulation and development, project/program implementation and performance management;

e) Actualize and mainstream the processes of community organization including community needs assessment, needs analysis and prioritization, community outreaches, goal clarification, objectives formulation, identification of activities to achieve objectives, framing strategies for community-wide actions, and

f) Mobilise people for positive change by giving meaning and practicality to "*Public Participation.*"

1.5. Policy Scope

31. Nairobi is a thriving economic, cultural and political capital of the Republic of Kenya, but strongly marked by its inequitable colonial history and complex patterns of exclusionary development.

32. The city benefits from vibrant civil society and grassroots movements, a flourishing tech sector (particularly based on mobile technologies and platforms like M-PESA), and strong academic capacities as well as applied research networks, epitomized by the presence of ever flourishing University of Nairobi and other Universities of International repute.

33. The Nairobi Metropolitan Services has recently improved local services and infrastructure delivery, but its exit from the stage marks a shift in the City County Government's approaches to service delivery with an aim to not only address pressing needs in the City County but also to ensure that fundamental human rights are thereby not violated.

34. The need to initiate and sustain a process where community members come together to take collective action and generate solutions to common problems that affects and or adversely affect them by creating an enabling and supportive environment where communities work together to make their community better place for all with an aim to make the entire community stronger is the bedrock of the Nairobi City County Community Development Policy.

35. Community Development is specifically about building the capacity of the communities to identify and solve the priority socioeconomic empowerment and livelihood needs. Communities are at various levels of social 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 empowerment and livelihoods interventions in Nairobi County.

36. The Policy will be applicable to all the community development programmes within the county spearheaded by the national and county Governments, development partner, civil society organizations, faith-based organizations, community-based organizations and communities among others. This Policy will serve as a guideline for partnership

and networking with partners and will further help in ensuring that all communities are mobilized in a coordinated manner to participate in sustainable livelihoods and socio-economic empowerment programmes. The Policy will also streamline and utilize participatory approaches in 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.

37. In addition, the Policy will tap and enrich the communities' traditional knowledge, skills and appropriate attitudes necessary to bring about transformational social 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.

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

39. In particular, the Policy will apply to and cover overarching community development needs and challenges within the Nairobi City County as follows:

1. Poverty, deprivation, and food insecurity;
2. Informal housing and informal industry
3. Micro-, Small, and Medium Enterprises (MSMES) Development
4. Health and Environmental Risks;
5. Gender and HIV/AIDs;
6. Land, Housing and Infrastructure;
7. Safety and Security;
8. Environment and Climate Change;
9. Agriculture, Livestock and Fisheries Development
10. Intergenerational Dialogue and Inclusion Youth, Women and PWDs in Decision-Making;
11. Devolution and Local Governance;
12. Informal Settlement Upgrading and Low-Cost Housing Development;
13. Job Creation, Research and Innovation; and
14. ICT

40. Nairobi County has recently improved local services and infrastructure delivery, through innovative approaches to service delivery with an aim to not only address pressing needs in the City County but also ensure that fundamental human rights are thereby not violated.

1.6. Guiding principles, values and philosophies

41. The principles of community development can be listed as the following:

1. **Community Participation:** Every individual in the community is integral to the development and process of decision-making. Community development works on the principle that everyone should take equal responsibility and participate in development projects. Be it evaluation, participation, provision, or direction, members of all levels should make a valuable contribution.

2. **Ownership & Involvement:** Every member should take complete responsibility and accountability for their work. The staff members, volunteers, and centre participants should collaborate and cooperate effectively to reach the end goals.

3. **Empowerment:** The act of respecting, enhancing and encouraging people to meet their needs and aspirations in a more informed and guided manner. Empowering other community members means being respectful and non-judgmental and building a relationship where other community members feel comfortable and valued. If community members are empowered, they tend to share their powers and use them for the betterment of society.

4. **Equal Access and Opportunities:** The discipline of community development aims at enhancing equal participation by the members. This further increases the need to provide equal opportunities to the members and ensure that each member is aligned with the goals.

5. **Networking:** The basis of community development projects lies in the idea of networking and nurturing relationships with people from various industries. Networking can help build connections with other people and groups who might be facing similar challenges. This helps pave the way for different communities to work together and find effective solutions to the prevailing challenges in society. Networking can also help bridge the knowledge gap as communities come together to share existing knowledge, experiences, and resources.

6. **Rethinking:** Rethinking aims at reviewing or assessing the situation again to bring changes in the desired outcome. It may involve reevaluating the situation from a different perspective and implementing changes that may be beneficial to the community.

7. **Advocacy:** Community advocacy refers to providing support to others and enabling them to be active citizens. Through advocacy, communities will be well-versed in their societal entitlements and human rights. It will allow the community members to get attention from the top-level professionals and have their voices heard in public.

8. **Learning:** Learning is a lifelong and never-ending process. The pursuit of knowledge and learning new skills is not only beneficial for personal use but can also impact an individual's professional life as well. Community development works on the principles of learning new skills and actively gaining knowledge. When community members gain new knowledge or skills, they may be able to bring more effective campaigns and results.

1.7. Philosophies Underpinning Community Development Policy

42. Community development projects, as espoused in this Policy, play a significant role in the development of society and provide a strong foundation for community members to live and thrive together in an increasingly socially and economically stable environment where the needs and challenges of the underprivileged members are addressed through an inclusive and participative development planning and implementation approaches, guaranteeing better lifestyles for all. Some of the philosophical propositions for embracing a Community Development approach include the following:

I. **Achieve Long-Term Development:** The main activities of the community development programme focus on addressing the problems at the ground level. Community leaders develop and break the goals into short-term and long-term. The final goal is to uplift the weaker and vulnerable section of society, which may contribute towards the long-term development of the community.

II. **Meet the Needs of the Community:** The development projects are aimed at addressing the needs of the community members and uplifting them. For instance, the rural community project may aim to teach children and build more educational centres. As an initiative, the members may gather the requisite information, funds, and resources to fulfil the needs of the community members. These activities may also help improve the living standards of the community members.

III. **Foundation for Economic Development:** The processes of community development and economic development are closely related to each other. The primary purpose of Community Development Programmes (CDP) is to improve the quality of life, promote sustainability, encourage entrepreneurship, and create more wealth opportunities for the members. The problems that have prevailed for decades have been resolved by such projects. Sustainable development and empowerment principles help set the foundation for economic development.

IV. **Improves Access to Resources:** Access to adequate resources is one of the fundamental prerequisites for empowering the communities and leading the sustainable path. For instance, rural development projects aim at

providing education and necessary services to their population. Through strategic development, the communities get enhanced access to services and better opportunities.

V. **Addressing the Root Cause of Issues:** Addressing the problems at the grassroots level is one of the biggest challenges amongst the communities. Issues related to employment, education, housing, infrastructure, health, and sanitation are serious. When these problems are not addressed, they may pose more significant community threats and challenges. The development projects make sense as they aim to address the root causes and eradicate the issues.

VI. **Empowers Citizens to Exercise their Rights:** The concept of community development works on the principles of community ownership and community participation. It encourages every citizen or member of the community to participate equally and share their concerns freely and without any prejudice. Thereby, it influences them to be aware of their rights, obligations and responsibilities as defined both in Law and Regulations guiding public participation, community engagement and inclusion. The policy will therefore provide a mechanism to empower the socio-economically vulnerable sections of society, including women, children, the elderly, PWDs, immigrants, refugees, the jobless and helpless, the terminally ill, the aged, disabled, poor migrants, etc.

VII. **Provides a Sense of Inclusion:** Community development encourages participation from all members. It is often observed that migrants, refugees, internally displaced persons, street urchins, semi-illiterate and illiterate persons or generally socio-economically weaker communities often find it challenging to raise their voices and participate in the activities in sectors with direct or indirect bearing on their welfare and wellbeing. However, this policy seeks to promote projects and programs that aim to encourage equal participation, providing each member of the community with a sense of belonging and inclusion in all decision-making processes and developmental activities within their communities. This way, every community member feels valued and is encouraged to share their views. Being included also leads to unity and helps every community member learn from each other.

1.7.1. Policy Commitments and Interventions

43. To achieve its objective, the policy will endeavor to:

1. *To develop legislative frameworks for effective stakeholder management, programme coordination, group management, and resource mobilisation to enhance output and performance standards in community development practices within the county.* In particular, the Policy will: -

1. Develop and enforce a legal framework for community development practices, coordination, resource mobilisation and stakeholder management in the county.
2. Create awareness of existing legal frameworks on community development practices
3. Coordinate community development organisations at the grassroots.
4. Establish structures for mobilisation, coordination, implementation and monitoring of this policy framework processes.
5. Develop a monitoring, evaluation and reporting framework to track progress in mainstreaming of cross-cutting and emerging issues

2. *To create operational Community Empowerment Frameworks to guide the mobilisation and licensing of community development initiatives, stakeholder management, and resource mobilisation on county community development issues.*

In particular, the Policy will: -

1. Develop a community mobilisation strategy to ensure adherence to the legal framework and licensing.
2. Institute formal and mentorship programmes for Community Development practitioners
3. Design and coordinate the implementation programs for community initiatives

4. Identify and document community best practices and undertake learning exchange programs
5. Promote and establish community resource centres
6. Offer capacity building to the community through certified trainings and community conversations, giving priority to vulnerable and marginalised groups
7. Develop Tools for Monitoring and Evaluation of Community Processes, Programs and Projects.

3. *To set up infrastructure for capacity building and socioeconomic empowerment and livelihoods development through community organisation and training, networking and partnership building, group formation and development, livelihoods and market exposure, community engagement in problem analysis, exchange/exposure programmes and socioeconomic technical support.*

In particular, the Policy will: -

1. Develop community development training tools and materials
2. Carry out a community need assessment to establish industry knowledge gaps and requirements
3. Facilitate capacity building for groups and development actors
4. Offer training, Induction and Refresher Courses to practitioners.
5. Benchmarking and Exposure programmes
6. Offer psycho social support and debriefings
7. Train Community Actors within County Government.
8. Train and integrate Community Organisation and other participatory approaches in Nairobi City County.
9. Develop a Community Engagement, Support and Exit Plan.
10. Streamline Community Empowerment Programs.
11. Identify and Promote Innovation in Community Development.
12. Strengthen Communities Economic Empowerment for Market Exposure through Trade Fairs and Exhibitions.

4. *To strengthen community development internal mechanisms for efficiency and effective performance management through restructuring, staff capacity development and training, exchange programmes, research and development, monitoring and evaluation, resource mobilisation and management.*

In particular, the Policy will strengthen internal and operational systems for effective and sustainable community development by: -

1. Establishing human resources and internal infrastructure capacity gaps in community development; and
2. Reviewing and strengthening internal systems in line with this policy
3. Establish a standardised community development training and development framework for staff capacity development
4. Carry out periodic community development training needs assessment in line with social, technological and industry changes and recommendations.

5. *Strengthening monitoring and evaluation systems,*

The policy will strive to: -

1. Create tools for internal data collection, management and support a monitoring and evaluation framework.
2. Regulate the collection and management of data from the Nairobi community
3. Support Data Collection and Analysis to Capture Sex /Age disaggregated data to inform community-related interventions.
4. Produce Periodic Reports detailing progress made in implementing the Community Policy
5. Establish Community Data Centres in the County.
6. Upon collection, collation and verification of data, facilitate the dissemination of information.

7. Identify, Document and Disseminate Lessons Learnt from Community Development

6. *To promote and facilitate research in areas relevant to community Development, the policy shall: -*

1. Create ward-level resource centres for innovation and creativity to nurture talent and skills
2. Set up cottage industries for value addition, research, learning and new product development.
3. Enhance Innovation and the use of Technology in Research and Dissemination of Community Data.

7. *To strengthen resource mobilisation for community development, the policy shall: -*

1. Set up and manage a Nairobi County community development revolving fund to support livelihood empowerment programmes.
2. Develop resource mobilisation tools for community development
3. Resource maps the sub-counties and develops a resource database
4. Develop community development staff capacity for resource mobilisation
5. Coordinate and match the resources with the needs.
6. Carry out joint Resource Mobilisation with like-minded Partners.
7. Network and mainstream and link the Community development revolving fund with all other devolved funds (Youth Enterprise Fund, Women Enterprise Fund, Hustler Fund, Uwezo Fund; Kenya Industrial Estates, Youth and Women Friendly Commercial Bank Loans, Cooperative Savings and Credit Schemes, etc within the county for easy access by the community development livelihood groups.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1. Introduction to Community Development

44. The world over, people have always been interested in improving their own conditions of living, their communities, and access to improved and sustainable sources of livelihoods – a scenario that is evidently visible across both the global north and global south alike. In the ensuing scenario, community development practice has therefore always preceded theory, adopting diverse forms and patterns of its practice.

45. The insatiable quest for community development explains why the term 'community development' has so many different definitions and meanings – many of which draw on, and merge with, other concepts such as 'community action', 'community organisation', inclusive and participative development' and 'community education', to mention but a few.

46. Given this complexity, and because community development is primarily action-oriented, some argue that there is little point in trying to theorise its practices leave alone legislate it. Moreover, there is a natural resistance to academics researching community development at a distance from the communities involved and the actual work going on in the respective communities.

47. Although there is no one theory of community development, community development practice has always been grounded in core values and principles that include: sustainable development, empowerment, inclusivity, social justice, human rights, participative democracy, barrier removal, accountability, local power, and enhanced capacity and equality.

48. Furthermore, community development generally involves operating from a unique perspective and a specific conceptual framework or guide that is aimed at increasing the connectedness, active engagement, participation and partnerships among members of the community, community groups and organisations to enhance the community's social, economic and environmental (natural and built) objectives. These perspectives and frameworks have naturally evolved – and quite differently in differently places, calling upon both state and non-state community development actors to formulate policy and practical guides that could mainstream and strengthen the concept of community development in the mainstream development planning and budget development for equitable and sustainable development of local communities without prejudicing and or infringing on the basic human rights of any or some members of the community.

2.1.1. Global Trends in Community Development

49. Community development has dominated the global agenda on sustainable development as a key strategy or approach that brings about change through the initiation of projects that are responsive to community needs and development priorities.

50. The concept of community development brings to the fore the need to create a nexus between human needs and human contributions to the realisation of the insatiable human needs. To this extent, the effect of the globalisation of the economy and the emergence of transnational organisations concerned with social, environmental, political, cultural and or economic issues further defines the global trends in community development.

51. The need to strike a balance between inclusivity, equity, justice and social accountability with the need to achieve global sustainable development goals and hence contribute to significant human development is now notably a critical consideration in all global sustainable development planning, budgeting and resource allocation.

52. Notably, the community development approach is viewed by international development practitioners and promoters as the main driver of innovation, creativity, equality and social justice and thus requires every society to be intricately a party to its instruments.

53. In Northern Ireland, for instance, the principles and practices of community development have evolved in response to local, national and international trends in community development approaches and practice towards the realisation of the United Nations Sustainable Development Goals (SDGs).

54. Historically, the international roots of community development can in fact be traced back to the British Colonial Office in the 1950s through to the 1990s. During this period, the British Monarchy was concerned with the rising sovereignties, nationalism and keen to increase newly independent states' industrial and economic development in their colonies, the British Colonial Administrators sought to improve local literacy, agriculture and health through: "*Active participation, and if possible on the initiative of the community, but if this initiative is not forthcoming spontaneously, by the use of techniques for arousing and stimulating it to achieve the active and enthusiastic response to the movement*." This international development policy by the British Colonial Office is what is attributed to the emergence of the Self-Help Movement across a variety of British Colonies, the world over.

55. The late 1950s and early 1960s witnessed the emergence of British community work as an identified activity. The influential report by Younghusband (1959) argued that community work had established itself, alongside casework and group work, as the third approach to social work. Kuenstler (1960) was to further comment on this trend. Gradually, the concept took shape, and a number of practitioners and activists began to describe themselves as 'community workers. At the same time, community development became more recognised as a distinct form of community work practice. It was against this background that the CDJ was created.

56. Today, the self-help movement has evolved to take many forms and shapes, including but not limited to legally registered and recognised groups such as women, youth, indigenous populations, refugees, senior citizens, persons living with HIV/AIDs, persons living with disabilities, widows and orphans' movements and related self-help groups. We also have registered community-based civil organisations that are formed to tackle wide-ranging economic, social, cultural, environmental, and political issues. Besides, there is a strong existence of NGOs that equally do such activities as are done by CBOs, albeit at a wider geographical area and with a lot more enhanced resource base (human, technical and financial).

2.1.2. National Trends and Current Status of Community Development in Kenya

57. In Kenya, community development is a practice that has contributed significantly to national development since pre-colonial times. Sessional Paper No.10 of 1965 explicitly spelt out the role of community development practices. The draft National Community Development policy 2017, on furtherance of this goal, which this County community development Policy has heavily borrowed from, was formulated by the Ministry of East African Community Labour and Social Protection to advance the agenda

58. The Constitution of Kenya 2010 also recognises 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 4 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. Community development entails mobilisation of communities, groups, households and individuals for socio-economic growth and self-reliance. As a devolved function, therefore, the process involves group formations and management of community development projects in the county

59. The primary development goal for Kenya is to achieve a broad-based, sustainable improvement in the standards of welfare of all Kenyans. This will require a concerted effort to tackle the intolerably high incidence of poverty that now afflicts about half her population. While the Government has a particular responsibility for spearheading action and creating an enabling climate, community-based organisations, non-governmental, development actors,

humanitarian agencies, and the private sector need to mobilize resources at their disposal and use them efficiently and effectively in the fight against poverty at all levels.

60. Our most precious resource for development is the people as labor force, and poverty is a predicament given its numerous manifestations, including low and unreliable income, poor health, low levels of education and literacy, insecurity and uncertain access to justice, disempowerment, and isolation from the mainstream socio-economic development. This has caused the standard of living for the vast majority of Kenyans to deteriorate drastically as the poverty level has risen alarmingly in the recent past. It is, therefore, necessary to devise multi-dimensional policies and interventions that will provide a realistic solution.

61. Social economic empowerment and livelihood strategies, which provide the poor with alternatives to create income and better their lives are mandatory to change the status quo. Community development programmes targeting improvement on existing skills and knowledge through community organization training and research, creativity and innovation by using of cultural or traditional artifacts and knowledge; provision of exposure to markets for locally made products and services through community trade fairs and exhibitions; provision of capital and resources to groups and individuals; strengthening of the community based organizations for transparency and accountability through systems and standards to protect their investments; exposure and exchange programmes to benchmark and acquire knowledge on wider issues; community conversation and engagements to facilitate ownership of the decision making processes and structures of development will to be explored.

62. Community development is a function of all other sectors in the county and, therefore subject to environmental issues. There is a need for the community development strategies to factor in the political, environmental, sociological, technological, ethical and legal (PESTEL) aspects in relation to the interventions initiated. Sustainable development requires that communities protect and enhance the environment upon which their future depends by changing the way they make decisions and by developing an ecological framework for planning sustainable communities. The policy will seek to translate the concept of sustainable development into action and will require far-reaching institutional changes – changes in thinking, decision-making, policy and process. The County community development expects that its efforts are matched by support from community initiatives to deliver its key services, as well as finding solutions for local challenges. Through community development projects, communities can become more empowered to increasingly recognize and challenge conditions and structures negatively impacting their quality of life.

63. At the community level, social and economic development and livelihood initiatives will achieve long-term outcomes such as stronger and more cohesive communities, evidenced by changes in social capital, civic engagement, social cohesion and improved health, wealth creation, increased literacy, better living conditions, reduced criminal activities; the contributions community development will achieve cannot be overstated.

64. Community development has evolved within the Republic of Kenya, dating back to post-independent Kenya and post-promulgation of the new Constitution of the Republic of Kenya. It is a practice that has contributed immensely to national development since pre-colonial times.

65. Despite the significant contributions of community development approach and practices to the realization of Kenya's development aspirations, and 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 nor concrete legal framework on Community Development to guide and support the coordination of community development practice and actors. However, community development practice has been guided by various national development plans, sector policies and programmes since independence.

66. The existence of many stakeholders and actors in the field of community development, including state and non-state actors in Kenya today, especially as evidenced from the records maintained by the County Department of Social Services in Nairobi City County alone, illustrates a dire need for cascading the National Policy on Community Development while paying attention to the specific devolved functions of the County Government.

67. The Kenya Constitution 2010 envisaged collaboration and consultative governance framework between the two levels of Government such that there are a synergy and non-duplication of efforts leading to inequity and non-equality is resource allocation and utilization. However, the implementation of community development programmes in Nairobi City County, as in any part of the Republic of Kenya, have been un-coordinated and disjointed resulting to duplication of efforts, wastage of resources and minimal impact of these vital people-led and community-driven initiatives and programmes.

68. At the County level, not only in Nairobi City County, but across Kenya, there are no clear policies, regulations, guidelines, and standards that guide the community development practice resulting to haphazard engagement of communities that distort development programmes and projects, with most community actions remaining unstructured, uncoordinated, inappropriately executed and unsustainable in the medium and long-term period.

69. In order to promote community development in Kenya, the Government, aided by 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, National Government Constituency Development Fund (NG-CDF) and the County Governments' Ward Development Fund, Women Enterprise Fund (WEF), Uwezo Fund and Youth Enterprise Development Fund (YEDF) among others. The most recent state-managed grassroots development fund is the Hustler Fund (2022). 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 owing to the existing policy and legislation gaps both at the National and County Government levels.

70. Mobilization for resources in communities has been a key component in community development. Communities are encouraged to mobilize own resources (human, technical and financial) to address their priority needs using their community-based self-help groups, community-based organizations and or civil society organizations as chief vehicles to harness and synchronize their development aspirations. However, the communities lack relevant knowledge, appropriate expertise and technical knowhow, entrepreneurship skills, leadership and governance skills and capabilities to effectively and efficiently manage their initiatives, projects and programs which sometimes lead to unproductivity, non-profitability and unsustainability of the initiatives.

71. In addition, community development in Nairobi City County is practiced without a professional body as well as a fully-fledged Department of Community Development and Social Services tasked with the supreme mandate to ensure effective and seamless coordination and support of community development actions, projects, programmes and actors. The consequence of the lack of this Coordination Structure and Mechanism is the rampant unethical implementation of community development, ultimately making communities more vulnerable to the actions intended to bring significant economic, social, cultural and environmental changes among them.

72. There have also been several studies and research in the area of community development. However, the findings and recommendations are rarely taken into consideration by the community development actors, hence creating a missing link between research, development and the empirical practice of community development.

73. 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.

2.2. Segmentation of Communities in Nairobi City County

74. The County Government administration is comprised of 17 Sub Counties (Makadara, Dagoreti North, Dagoreti South, Lang'ata, Wetlands, Kibra, Kamukunji, Kasarani, Embakasi East, Embakasi North, Embakasi South, Embakasi West, Embakasi Central, Starehe, Mathare, Ruaraka, Roysambu, and Kasarani) which are synonymous with the constituencies, and 85 wards.

75. In 2025, the Nairobi Population is project at 4,906,355 while in 2027; the projected population of Nairobi shall be approximately 5,049,701. Male population will be approximately 2,529,991 while female population will be approximately 2,519,710 depicting a near gender parity in terms of population distribution in Nairobi City County by 2027.

76. The largest population cohort belongs to the persons aged between 15 and 34 years whose population is projected at 1,765,709 in 2025 and 1,769,966 in 2027. This is closely followed by the population cohort belong to the persons aged between 0 and 14 years whose projected population in 2025 is 1,493,431 and in 2027, their population is expected to decline slightly to 1,488,065. The third largest population group is persons aged between 35 and 54 years whose 2025 population is projected at 1,306,987 while 2027 population is projected at 1,380,910. The senior citizen (aged above 55) cohort has a projected population of 340,229 in 2025 and 410,758 in 2027.

77. According to UN-HABITAT (2020), Nairobi has the highest growth rates per annum compared to the other growth rates in Africa. 75% of the urban population growth is absorbed by informal settlements. The number of urban populations living in slums will double in the next 15years. Informal settlements cover only 5% of the total residential land area of the city, but they are inhabited by at least half of the city's population.

78. The Nairobi's population is largely informal with high deprivation of basic human rights heavily concentrated among the inhabitants of these informal settlements.

79. The elderly persons and persons with disabilities, though they occupy a smaller population segment, experience unique sets of threats and challenges that calls upon community development actors to be weary of their needs and plights – both at the household and community level for effective and targeted service delivery that is just and equitable for all.

CHAPTER THREE

LEGAL, REGULATORY AND INSTITUTIONAL FRAMEWORK

3.1. Influence of the Constitution of Kenya 2010 on Community Development in Kenya

80. Article 6 (1) of the Constitution of Kenya 2010 (CoK, 2010) states that the territory of Kenya, as defined by Article 5, is divided into the Counties as specified in the First Schedule of the CoK (2010).

81. Article 6 (2) states that the governments at the national and county levels are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultation and cooperation, this includes planning, budgeting for and financing of development projects and programs, especially at the grassroots levels, through a public participation and inclusive planning processes.

82. The performance of public functions including public service delivery is by law guided by the National Values and Principles as indicated in Article 10 (1) and (2) of the CoK (2010). These Values and Principles are critical in shaping the thinking around community development paradigm and design thinking to the extent that such paradigm and design thinking meets the value criteria under Article 10 (2) in general and the elements of patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the [people]; upholding of human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and [protection] of the marginalized; promotion of good governance, integrity, transparency and accountability; and focus on sustainable development, climate change adaptation and mitigation among other national development imperatives.

83. Equally important is Article 44 (2) (b) of the CoK (2010) that allows a person belonging to a cultural or linguistic community to form, join and maintain, with other members of that community, cultural and linguistic associations and other organs of civil society.

84. Article 89(5)(b) specifies the manner in which constituency boundaries can be delineated taking into account the following community of interest, historical, economic and cultural ties. This provision is equally significant in determining community groups and associations for purposes of facilitating and coordinating community development.

85. Article 197(2) (a) calls upon the county assemblies to ensure gender balance and diversity by ensuring that the community and cultural diversity of a county is reflected in its county assembly and county executive committee; and to prescribe mechanisms to protect minorities within the county.

86. Part II of the Fourth Schedule to the CoK (2010) gives the County Government the responsibility to ensure and coordinate the participation of communities and locations in governance at the local level and to assist communities and locations to develop the administrative capacities of local communities for the effective exercise of their functions and powers and participation in governance at the local level.

87. It is on the above basis of a robust and progressive constitutional broad framework that supports the distinctive role of county government in facilitating, coordinating and promoting community development that this policy finds its impetus.

3.2. The Draft National Policy on Community Development and the Nairobi City County Policy on Community Development

88. Formulation of National Policies is one of the mundane tasks of the National Government while implementation of some of the National Government Policies especially on environment, soil and water conservation is donated to the County Government by virtue of the provisions of Part II Schedule 4 to the CoK (2010).

89. The draft National policy on Community Development and its implementation is one of the mandates of the Ministry of East African Community, Labor 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. However, for effective implementation of the policy at County level, the Government of Nairobi City County has cascaded basic foundations of the National Policy to formulate and develop this policy.

90. Borrowing from the processes of development of the National Policy on Community Development, this policy was developed through an all-inclusive, participatory and user-centric manner and in line with the constitutional requirement of public and stakeholder engagement and participation. Consequently, the process involved a preliminary desktop review of all related published and unpublished literature on community development; preparation of a terms of reference for the Task Force on the development of the Nairobi City County Policy on Community Development; Development and presentation of an inception report by the task force; mapping and shortlisting of all relevant stakeholders from all Wards in the County including state and non-state actors involved in community development in each sector of economic within the devolved functions entities; pre-policy formulation brainstorming sessions with sectoral leads and lead community development actors in each sector; preparation of expert interview guides as well as questionnaires for primary data and information collection and data analysis. The process also involved Departmental Technical Staffs' inputs into the draft policies at each stage of the policy development. A validation workshop of all stakeholders was also facilitated to ensure wider community buy-in for the policy.

91. The overall goal of the policy is slightly borrowed from the national policy framework to the extent that such lifting is relevant in the context within which this policy is inclined. However, key administrative-related goal borrowed from the national policy framework include to provide a comprehensive framework for community development coordination, implementation and management of community development practice for county communities' development and to provide for the operational definitions of key terms and concepts applicable to community development, historical background, situational analysis and the principles underlying the practice of community development.

92. Key thematic areas addressed in the national policy including the critical issues & concerns stipulated in the national policy statements, objectives and the key interventions have to a great extent informed and guided the formulation and development of the Nairobi City County Policy on Community Development.

93. The recognition of the fact that community development is undertaken by various stakeholders AND actors is duly recognized and illustrated in this policy as ably espoused in the national policy on community development, hence the emphasis on mobilization, coordination and implementation framework for community development as discussed in Chapter 4 of this Policy paper. The framework proposes the establishment of County Steering Committee for Community Development; Sub- County Committee for Community Development; Ward Committee for Community Development; and stipulates the roles of state and non-state actors in facilitating community development within Nairobi City County, Kenya.

94. The convergence point of all these structures is the oversight, coordination and implementation of community development policy, programmes and activities for the optimum benefits of the citizens of Nairobi City County.

95. The implementation of the key interventions stated in this policy under Chapter 3, therefore, will require partnerships, collaboration, networking, technical and financial commitments and technical support from relevant stakeholders, both locally and internationally towards mobilization of resources required for implementation of the proposed policy initiatives, projects and programmes.

96. The Policy is thus designed to achieve impactful results through effective and streamlined coordination of community development practice to steer the county's socio-economic and inclusive growth as envisaged in the Constitution of Kenya (COK, 2010), the Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (2022 – 2027); the 3rd Generation County Integrated Development Plan (CIPD, 2022 – 2027) and in the Sustainable Development Goals (SDGs).

3.3. Policy, Legal and Institutional Gaps addressed by the Nairobi City County Policy on Community Development

97. The policy seeks to provide for effective identification, registration, supervision, coordination and support of all community development actors, programmes, policies, actions and initiatives within the Nairobi City County, and to provide for the attendant policy, legal, regulatory and technical/professional development of CD in Nairobi City County, Kenya.

CHAPTER FOUR

POLICY STATEMENTS AND PROGRAMMATIC/FOCAL AREAS

4.1. Introduction

98. This chapter presents the vision and mission statements of the Policy as well as Policy Programmatic/Focal Areas including: Institutional and Organizational Strengthening Focus; Governance and Administration for Results Programming Area; Community Mobilization, Sensitization and Capacity Building; Community-driven and Inclusive Development Planning Approach to Realization of BETA Aspirations in Nairobi City County; Human Resource Management and Development Focus; Resource Mobilization and Management; Conflict Management and Resolution Focus; Networking and Partnerships Development Focus; Research, and Knowledge Building and Sharing Focus.

4.2. Vision Statement

99. In this policy, the Nairobi City County Government envisions "a community that is well organized, coordinated, self-motivated, creative and ingenious in solving problems through home-grown solutions, hardworking, forward-looking and has the ability and capacity to identify and exploit opportunities and local potentials geared towards local sustainable development, poverty alleviation with realisation of basic rights."

4.3. Mission Statement

100. The Mission Statement of the Policy is to "ensure effective and sustainable community development through inclusive, participatory and targeted development planning, budgeting and resource allocations, project/programme designs and implementation, and grassroots mobilisation, engagement and participative processes, guaranteeing community-owned sustainable development programmes and outcomes".

4.3.1. Policy Goal

The policy aims to provide a comprehensive framework for the coordination of community development projects/programmes implementation; stakeholder identification, engagement and management; development planning and resources mobilization; and promote a highly impactful community development practice through continuous partnerships and capacity building in Nairobi City County.

4.3.2. Broad Policy Programs Objectives

101. The broad objectives of the Policy are thus defined along multi-functionality, multi-sectoral and multi-dimensional ways to include the following: -

1. To provide a comprehensive framework for coordination of programmes implementation, stakeholder management, resources mobilization and Output Deliveries and Performance in community development training and practice in Nairobi County.
2. To promote Output Deliveries and Performance Standards and standardized community development training curriculum and build capacity for Community Development practitioners within Nairobi County Government.
3. To champion the promotion of socio-economic empowerment by implementing measures that uplift individuals and communities, fostering self-sufficiency, equitable opportunities, and improved well-being.
4. To promote active and representative citizen participation by engaging community members in problem diagnosis so that community members can adequately understand their situation and meaningfully influence decisions that affect their situation.

5. To help community members understand the economic, social, political, environmental, and psychological impact associated with alternative solutions to the problem and seek alternative solutions to alleviate their negative effects
6. To assist community members in designing and implementing a plan to solve agreed-upon problems by emphasising shared leadership, active citizen participation and utilisation of locally available community resources, including indigenous knowledge.
7. To actively work to increase leadership capacity, skills, confidence, and aspirations in the community development process and facilitate collaborative efforts with mutually beneficial partnerships

4.3.3. Specific Policy Objectives

102. The specific policy objectives are as follows: -

1. To develop legislative frameworks for effective stakeholder management, programme coordination, CBO management, and resource mobilization to enhance Output Deliveries and Performance Standards in community development training and practices within the county.
2. To create operational Community Empowerment Frameworks to guide mobilisation, registration and licensing of community development initiatives, stakeholder management, and resource mobilisation for county community development issues.
3. To set up infrastructure for capacity building and socio-economic empowerment and livelihoods through community organisation and training, networking and partnership building, group development, livelihood and market exposure activities, community engagements in issue analysis, exchange/ exposure programmes and social economic technical support.
4. To strengthen community development internal mechanisms for efficient and effective performance management through restructuring, staff capacity development and training, exchange programmes, research and development, monitoring and evaluation, resource mobilisation and management
5. Empower Communities and Local Development by further devolving decision-making and resources to communities, enabling them to pursue self-governance and holistic development aligned with their needs and aspirations; and by strengthening local governance institutions through capacity building, leadership training and enhanced financial autonomy.
6. Foster sustainable social and economic development at the community level by promoting local entrepreneurship, skills development and infrastructure investment.
7. Safeguard Minority Rights and Interests by actively protecting the rights and addressing the specific needs of marginalised groups and minorities through targeted interventions, affirmative action policies and legal protections, and to ensure that their voices are heard and actively participate in decision-making processes at all levels through inclusive forums and consultative mechanisms.
8. The Policy also seeks to combat discrimination in all its forms and promote social justice for all, upholding the principles of equality and non-discrimination enshrined in the Constitution.
9. Drive Equitable and Sustainable Development at the Grassroots Levels by among other interventions, ensuring consistent and accessible delivery of essential services across all regions, prioritizing underserved areas and vulnerable populations; prioritizing balanced social and economic development throughout Kenya, addressing regional disparities and promoting inclusive economic growth; promote efficient and transparent utilization of resources, prioritizing sustainable investments that maximize public benefit and minimize environmental impact; and ensuring equitable development and service delivery within counties.

4.3.4. Policy Implementation Principles

103. The guiding principles for the implementation of the policy shall include the following: -

1. **Community Inclusion and Participation:** - The sustainability of development initiatives and programs is a function of the level and extent to which the local communities are involved, engaged and participate in community development. Local communities hold the key to sustainable development, as they possess a deeper and more lived experience of indigenous knowledge on social, cultural, and socio-economic issues affecting them. Besides, they have the capacity to take charge of their own development and growth; hence, their effective participation in community development cannot be overemphasised as they remain inalienable and indispensable. This policy sets the stage for effective mobilisation, coordination and

supporting an inclusive and participatory community development at the grassroots levels within Nairobi City County.

2. **Mutual Benefits:** - The Policy is premised on the objectives of devolution in Kenya as espoused under Article 174 and 175 of the Constitution of Kenya 2010 that requires both levels of government to call upon people and institutions to conform to the principles of inclusivity, participation and meaningful engagement in making of decisions in all matters that are pertinent to them and that in ways that promotes and mainstreams voluntary practices as a regularity of behavior in all voluntary interactions. In pursuing the tenets of mutual benefits, the Policy provides for mechanisms through and within which participants in community development can reliably expect other participants to volunteer their services, skills, expertise, resources and time to effectively contribute to the realisation of sustainable development goals (SDGs) and Kenya's development agenda under the BETA Framework for Development and Kenya's Vision 2030 aspirations.

3. **Exploitation of Local Resources and Potential:** - The Policy holds the belief that local communities have at their disposal excellent unexploited and or under-utilised potential as exhibited in local youth talents, creative arts, digital innovations, skills, music and drama talents, and other inherently unique resources potent within each community in Nairobi County. Mobilisation of capital, savings, human resources, technical resources, and political goodwill to solve community development challenges and issues and to facilitate community development, thus ensuring access to basic rights, is therefore a fundamental quest for this Policy.

4. **Enhancing a Culture and Tradition of Accountability, Transparency and Responsibility:** - Community development policy promotes multi-dimensional, multi-sectoral and multi-level accountability and levels of responsibility where all actors and participants in community development are held accountable and responsible for their decisions and actions by their peers and state monitoring and regulatory agencies. Accountability is to be assessed between the state and citizens, citizens and their leaders, citizens and their registered or legit self-help groups/community-based organisations or partners that serve their interests to provide and ensure effective oversight of all community development initiatives and programmes.

5. **Autonomous Management at Grassroots Levels of Governance: -** The County Governments in Kenya are all guided by the provisions of Article 174 and 175 of the Constitution of Kenya 2010 to promote a more entrenched and widely mainstreamed public participation in all governance processes, including through fiscal decentralization, development planning, budgeting, resource allocation and management of public services. In this policy, considerations will be made to ensure that communities have the prerogative rights and powers to self-determination, while the government will be required to create a level playing ground and supportive environment for business, investment and community development to thrive. On the other hand, development partners and donor agencies will be required to play a complementary, facilitative and supportive roles aimed at empowering, capacitating, guiding, follow-up and harmonizing community development and development priorities, procedures and resources to maximize outputs and outcomes from investments and efforts by different actors and players in community development.

6. **Promotion of Trade, Commerce and Industry: -** Income generation and poverty alleviation remain the main objectives of community development pursuits. This challenge is to be tackled through a multi-faceted, multi-sectoral, all-government, multi-stakeholder and multi-level approach to address the adverse impacts of poverty and income deficiency within families and households in Nairobi City County. The Policy builds on the persistence and resilience traits of the Kenyan citizens to promote innovation, creativity, and development to create workable and bankable solutions to the myriad challenges affecting the citizens of Nairobi City County. This Policy encourages the commercialization of talents, creative arts, fine arts, music, drama, sports, athletics, and all other youth soft assets while developing a favorable environment for

business, trade and industry to thrive, leading to real youth and community development and empowerment.

7. **Collaboration between Governments, Ministries, State Departments, Semi-Autonomous State Agencies (MDAs), Private Sector Entities and Development Partners: -** The Policy concurs with the old age saying that "synergy is born through partnerships and collaborations". To this end, the Policy avers that until unified concerted efforts are adopted to address the myriads of challenges affecting our communities, little to no impact will be realised. This Policy, therefore, takes into keen consideration the roles and contributions of every single member of the community as supported by community action groups, civil society organisations, MDAs and Development Partners insofar as community development shift and thrift is concerned.

4.1. Policy Programmatic/Focal Areas

104. This section presents the policy commitments and contributions to address predisposing factors that impede sustainable community development in Nairobi City County. The section presents policy statements along specific thematic working areas as follows:

4.1.1. Institutional and Organisational Strengthening Focus

105. **Policy Objective:** To put in place policies, laws, regulations, institutional structures and capacity building programs that are aligned to the Constitution and the devolved system of government and that promote community development as defined in this Policy.

106. **Policy Strategies:** The Nairobi City County Government in consultation with other State and Non-State Actors in Community Development and all relevant stakeholders will ensure that the community development programs, projects and activities are underpinned by this policy and all applicable legal, regulatory and institutional frameworks aligned with the 2010 Constitution of the Republic of Kenya and the devolved system and structures as envisaged in this Policy. To achieve the policy objective, the following measures will be undertaken:

(a) Review all existing County Government policies, laws, regulations and institutional frameworks impacting on Community Development practices within Nairobi City County and to ensure that they are aligned to this policy on Community Development for consistency with constitutional provisions and devolution goal;

(b) Establishment of coordination and cooperation mechanisms between the national and Nairobi City County Government on the one hand and County Government and Community Development Mechanisms on the other hand in the development of policies, laws and regulations;

(c) Investment in capacity-building initiatives for all the relevant county government institutions involved in policy and legislative development and reform;

(d) Collaborate with national and international development partners to organize, fund and support facilitation of grassroots community development organizations' capacity building and institutional strengthening programs;

(e) Support Self-Help Groups, CBOs, FBOs and NGOs to develop strategic plans and action plans that create and sustain synergy of efforts and optimize resource utilisation for the greater good of the citizens of Nairobi City County;

(f) Develop a county-wide database of all community development programs and initiatives towards mapping and documenting their areas of operations/interventions, level of efforts, amount of funding (if any) and impact contributed by each community development program/initiative; and

(g) Collaborate and liaise with state and non-state actors in training service providers, including middle-level and tertiary training institutions, to promote certificate, diploma and degree level training in Community Development and Social Work using tailored curricula designed to contribute to unique community development challenges and needs of Nairobi City County.

4.1.2. Governance and Administration for Results Programming Area

107. Policy Objective: promote effective and efficient inclusive and participative governance and management of public affairs, including but not limited to mobilising and coordinating community development.

108. Policy Strategies:

1. Establish and operationalise structures and systems for effective community development coordination and support at different levels.

2. Strengthening the relevant capabilities in government institutions;

3. Organise and support skills and capacity development sessions for underserved and vulnerable groups to empower them to access available opportunities and participate in the management of public affairs.

4. Capacity-building community development actors and players to embrace the critical considerations in this policy, while ensuring that each Community Development Group and or Community Development Partner can productively engage and work with grassroots community development actors as by law required, thus contributing effectively to the realisation of national development goals as well as SDGs.

5. Formulate legislative frameworks for effective and efficient implementation of this Policy, as well as enabling governance and administration of Community Development Programs/Projects/Activities, including Monitoring and Evaluation and Learning Tools.

4.1.3. Community Mobilisation, Sensitization and Capacity Building

109. Policy Objective: to ensure effective, efficient, meaningful and purpose-driven community participation in decision-making and governance processes.

110. Policy Strategies:

1. Facilitate effective Citizens' Human rights Awareness, Engagement and participation in matters affecting their lives and in governance of their Counties and country through empowering them so that they can actively participate in the Planning and implementation of projects and allocation of resources. It also aims to promote transparency and good governance practices and hold leaders accountable for their sustained well-being through the enjoyment of their constitutional rights. Governance is also implemented as a cross-cutting activity in programs and initiatives.

2. Promote Economic Livelihoods empowerment for the targeted marginalised & vulnerable communities to increase and diversify households' incomes, promote job creation & wealth generation towards improvement of the communities' living standards and enable them to actively participate in sustainable development initiatives.

3. Strengthened social protection for all members of the community to ensure that there are stable and progressive households leading quality lives.

4. Strengthened Partnerships, Collaborations, Networks that encompass grassroots groups & CSOs to design and manage effective programs as well as provide quality, equitable and timely services to their members and the targeted communities.

111. Policy Action Points

1. Community Mobilisation and Sensitisation
2. Grassroots Communities and Community Action Groups' Capacity Development in prioritised areas and topics.
3. Advocacy and Influencing policy on Community Development across villages and locations
4. Collaborations, Partnerships and Networks building
5. Linkages and Modelling for Results and Lesson Sharing

4.1.4. Community-Driven & Inclusive Development Planning Approach

112. Policy Statement: The policy intervention for improved community-driven and inclusive development in Nairobi City County seeks to innovate and adopt measures aimed at attracting and developing capacities of women, youth, older persons, PWDs and street families to venture into entrepreneurship, trade and talent development and to overcome barriers to entry into supply chain and labour markets by these cluster groups in the community.

113. Policy Environment for Community-driven and Inclusive Development: The Fourth Medium Term Plan (2023 – 2027) on BETA provides a policy objective on community mobilisation, development and empowerment to enhance community capacity for self-reliance and socio-economic development. The Policy entails: registration, capacity building and linkage of community groups to micro finance institutions; training of community groups to foster economic resilience; operationalization of Community Group Registration Act, 2022; establishment and operationalization of the Community Development Management Information System as a repository for information on community groups; Establishment of County and Subcounty Social Development Committees; and social impact assessment and audits. The present Policy seeks to align community development contributions to the national government's commitments to a Bottom-Up Economic Transformation Agenda, whereby the community becomes the main frontier for social-economic and socio-political development.

114. Critical Success Factors: To ensure a stronger, meaningful and purpose-driven, inclusive and participative community development and governance for results, this Policy postulates the following parameters for success:

1. **Accountability:** At the macro level, this includes financial accountability; that is, an effective, transparent and publicly accountable system for expenditure control and cash management, and an external audit system. At the micro level, it requires that implementing agencies be held accountable for operational efficiency. Auditing systems should meet international standards and be open to public scrutiny.

2. **Transparency:** Private sector investment decisions depend on the public knowing what the government's policies are and having confidence in the government's intentions, as well as on the information provided by the government on economic and market conditions. Transparency in decision-making in infrastructure projects, particularly in budget, regulatory and procurement processes, is also critical for effective resource use and reduced corruption and waste.

3. **The Rule of Law:** In infrastructure development and implementation, a fair, predictable and stable legal framework is essential. Businesses and individuals need to be able to assess economic opportunities and act on them without fear of arbitrary interference or expropriation. This requires that the rules be known in advance, that they be enforced and applied consistently and fairly, that conflicts can be resolved by an independent and impartial judicial system, and that procedures for amending and repealing the rules exist and are publicly known.

4. **Participation:** Good governance requires that civil society can participate during the formulation of infrastructure development strategies, planning of community-wide service delivery programmes, public resource mapping, budgeting, program design and implementation and that directly affected communities and groups should be able to participate in the design and implementation of programs and projects within

their respective communities through structures and systems as are now present in this Policy. Even when projects have a secondary impact on localities or population groups, there should be a consultation process that takes their views into account. This aspect of governance is essential in securing commitment and support for projects and enhancing the quality of their implementation.

5. **Gender and Development:** Gender mainstreamed at policy, program and institutional levels.

115. Policy Strategies: Several areas of change have been recognised to support greater community-led and community-oriented development and employment creation, especially for women, youth and PWDs and in the delivery of inclusive community development programmes and projects. These include:

1. **Monitoring and transparency:** collect data and understand the baseline conditions, measure progress, and report on women-owned business representation;

2. **Make equal representation a top priority:** Through the established structures within this policy, community representation at all levels of governance has been prioritised. The policy adopts the slogan, "*Nothing for US without US*".

3. **Inclusivity and Meaningful Engagement of Community Development Actors:** Actively and objectively engage both community development facilitators and beneficiaries without biases to increase representation, particularly challenging decisions based on stereotypes or unconscious biases and make this a top priority.

4. **Promote women, youth, older persons and PWDs to decision-making positions** and set the 'tone at the top' through formal CEO/C-Level engagement, including at investment firms, Cluster-Level Development Partners' round-tables at the Governor's Office, and encourage influencers to publicly act and report the results of their actions publicly;

5. **Provide training, capacity-building, skills and aptitude development, mentorship and coaching** (e.g. improving self-confidence) and attract more female and young mentors in influencing paradigm shifts in community development;

6. **Build more young entrepreneurs' role models, corporate networks and mentors and support intergenerational dialogues,** advising on key issues that affect youth, women and PWDs in business and industry;

7. **Create Networking Opportunities at all levels of Community Development Governance and Administration,** thereby providing suitable forums for community development actors and facilitators to network frequently and develop strategic partnerships and collaborations with local community development actors, leaders and entrepreneurs and to facilitate access to business, technical, innovative and creative talents;

8. **Promote policy interventions that make childcare (crèche) services available to women** with young children who wish to pursue higher-order personal goals and development objectives, including resuming studies, venturing into business and or gaining employment in the formal or informal sectors;

9. **Support social security regimes** in consultation with the National Government to promote financing for maternity leave for the self-employed and women working within the Nairobi City County Government;

10. Consult with people living with disabilities to best leverage the skills of the private sector and the benefits of new technologies in overcoming barriers to accessing infrastructure, entry into supply chains and labour markets; and

11. Consider standards for universal access as a minimum requirement when considering bids for infrastructure projects.

4.1.5. Human Resources Management and Development Focus

116. Policy Objective: The Policy aims at equipping communities, community leaders, groups and other practitioners with relevant knowledge and skills for effective participation in socio-economic development, grassroots mobilisation for sustainable development and resource mobilisation.

117. Policy Implementation Strategies: The Policy proposes the following measures to improve the quality of human resources management for effective community development practices in Nairobi City County:

1) To provide a framework for ensuring that programmes and activities within the Nairobi City County are co-planned, co-developed, co-created and co-implemented, monitored, evaluated and sustained for the greatest benefits of the citizens of Nairobi;

2) To promote knowledge, talent and innovation at the community level for productive applications of the same in job creation, economic development, and service delivery.

3) To mainstream Community Development within Nairobi County Government to develop suitable actions to strengthen and improve capacities;

4) Facilitate efficient and effective utilisation of financial resources for strategic and perpetually productive community development programmes and activities;

5) Facilitate collaboration and partnerships between State and non-state actors in support of capacity building for community development groups and organisations that are duly registered and operating within Nairobi City County; and

6) Strengthen human and institutional capacity of Community Development Groups, Organisations and Institutions to ensure that they are alive to prevailing public policies, legislations, regulations, development priorities and actions necessary for achieving not only their development needs and targets but also to effectively contribute towards the realisation of national and international development goals and targets.

118. Policy Actions: Training and Capacity Building under this Policy shall take diverse actions and interventions that include:

1. **Structured Training:** Structured training describes a designed, time-bound programme of learning to meet specific learning objectives with an integrated learning and development approach with a clearly detailed schedule, time-frame and outline of activities. The County Government will seek partnerships with Tertiary Colleges, Universities and TTIs to train the Nairobi Youth.
2. **Affirmative Actions**: The Department will consider, on a case-by-case basis, persons with disabilities, the minority and marginalised groups, for relevant training programmes based on identified training needs relevant to their programmes and or projects. In making the considerations, it will be necessary to ensure that beneficiaries meet the basic requirements in line with prevailing County regulations.

3. Mentorship Programs: Establish mentorship programs pairing trainees with industry experts and successful entrepreneurs to provide guidance and support.

4. Internship and Attachment Opportunities: In collaboration with Training Institutions and Colleges, the Nairobi City County Government will seek to facilitate internships and attachments in relevant City County Departments to give trainees hands-on experience in their respective areas of training and skills development.

5. Skills Competitions: Organise skills competitions to identify and reward talent, with prizes such as job placements or further training opportunities.

6. Online Learning Platforms: Provide access to online learning platforms to supplement structured training and cater to different learning styles.

7. Needs-Based Training: Tailor training programs to address specific needs in the job market, ensuring trainees gain relevant skills.

8. Monitoring and Evaluation: Regularly monitor and evaluate training programs to assess effectiveness and make necessary adjustments.

These additional measures align with the objectives of enhancing skills and employability among the Nairobi Youth.

4.1.6. Resource Mobilisation (Financial and Technical) and Management

119. Policy Issue: Whereas the National Treasury and Economic Planning has an elaborate Department of External Resources with the Kenya External Resources Policy (KERP) in place that is intended to provide the legal, organizational, operational and accountability framework for guiding the sourcing and management of Official Development Assistance (ODA) for National and County Governments, Nairobi City County Government is yet to set up a dedicated Unit of External Resources, Partners Coordination and Liaison Services within the Social Services Department to coordinate with the County Treasury. .

120. Policy Objective: The current Policy intends to guide the Nairobi City County to set up through Policy and Legislation a Unit to be known as, "The Resource Innovation and Development Unit" within the Social Services Department to coordinate external resources, reporting of external assistance from State and Non-State Actors (NSAs), Community-Based Organizations and Self-Help Groups within Nairobi City County and to give a harmonized, transparent and accountable Reports on all funded activities, projects and programmes through the established community development structures under this Policy..

121. Scope of this Policy Statement: This Policy statement will apply to all external sources of funds that include Grants and Technical Assistance (TA), which qualify as Official Development Assistance (ODA) as defined by the Organisation for Economic Cooperation and Development (OECD). Other external resources are Diaspora remittances, small and large grants provided by Bilateral and Multi-Lateral Development Partners for the ultimate benefit of grassroots community development organisations, and all gifts-in-kind provided by donors to advance the development aspirations of Nairobians through their organisations.

4.2. Conflict Management and Resolutions in Community Development within Nairobi City County

122. Policy statement: The Nairobi City County Government shall promote efficient and effective conflict mitigation, resolution and management mechanisms in community development using established community development coordination and management structures as per this Policy.

123. **Policy objective:** The Policy seeks to develop and strengthen structures and mechanisms for sustainable conflict management amongst community development actors through effective and efficient inclusion and participation approaches to conflict management.

124. **Policy interventions**: This Policy will: -

1. Develop and implement a peace-building, conflict resolution and management manual
2. Build and strengthen the capacities of communities and development actors on conflict resolution and management mechanisms
3. Identify, establish and strengthen community structures and institutions for peace building, conflict resolution and management.
4. Promote alternative peace-building, dispute resolution and management mechanisms in community development.
5. To facilitate and support community peace dialogues
6. To promote regular County Conflict Analysis and Early Warning Groups (CCAEWG) and to facilitate and revitalise County Peace Forums (CPF) towards improved Nairobi City County's Global Peace Index and Rating, effectively contributing to foreign direct investments and tourism revenues, and job creation opportunities
7. Enhance citizen participation in peace, security and conflict management matters, including community whistle-blowing for improved security surveillance and community response to risks of breaches to public security, law and order in Nairobi

125. **Policy Implementation Strategies:** To achieve the above objectives, the following core projects and activities will be undertaken by the Nairobi City County:

1. County-wide Peace Building and Conflict Resolution (C-PBCR) Civic & Stakeholder Dialogues / Fora: Expanding on a pilot framework already in place in selected locations, this process of civic and stakeholder dialogues and fora at national, provincial, district and local levels is envisaged to take place at least once a year across the country. Such dialogue will be open in nature, aimed at community interaction on social and other issues, while at the same time allowing communities and stakeholders to make their views known to the government on matters of interest and concern.
2. County Peace and Conflict Resolution Committee (CPCRC) Framework: All Sub-Counties will have Sub-County Peace Building and Conflict Resolution Committees (SCPBCR) to address conflicts that arise and or are likely to arise from Community Development Initiatives within their respective jurisdictions. Under this initiative, the CPCRC and SCPBCR will be extended to the Wards and Villages and linked to the National Security Council.
3. Annual Socio-Cultural Events: It is envisaged that 2 annual cultural events will be held every year- one at the Sub-County Level and one at the County Level. These events will include music and poetry concerts, sporting contests, multi-cultural exhibitions and peace modelling. This initiative will act as an important cornerstone of the process of building national cohesion in a multi-cultural context that is perfectly exhibited by Nairobians. Public-Private Partnership (PPP) modalities will be pursued to ensure that these events are successfully carried out year-round.
4. Multi-Media Peace Messages: As an ongoing programme, resources will be devoted towards the timely and regular transmission of peace messages through the electronic, print and broadcast media. Varying creative approaches will be used to ensure that these messages retain their impact and effect over the period of the Policy Implementation, knowing that Peace is a precondition for the successful implementation of community development programs and activities, including the thriving of business and enterprise.
5. PBCR Framework: The peace-building and conflict management processes will be institutionalised through this policy and legal frameworks that establish the Nairobi Peace and Conflict Management Committee (NPBC). The core functions of this Committee will revolve around leadership, management and coordination of all projects, measures and actions falling within the Peace Building and Conflict Resolution Programmes within Nairobi City County and shall be expected to steer all Peace Building and Conflict Management within all the Sub-Counties, Wards and Villages in Nairobi City.
6. CPCRC and SCPCRC Capacity Development: Capacity development will be necessary not simply for officers of the CPCRC and SCPCRC, but also for National Government Administrative Officers (NGAOs). This will form the basis for continuous capacity building.
7. CPCRC and SCPCRC M & E System: With a policy, legal and institutional framework in place, and a capacity development package available, the third element of management improvement will involve the development of a comprehensive MIS/M&E system for CPCRC and SCPCRC.

126. Policy Implementation and Coordination Framework for Nairobi City County

Objective: To establish a structured approach to implementing and coordinating the effective and seamless implementation of the Nairobi City County Policy on Community Development

Framework Components:

1. **County-wide Peace Building and Conflict Resolution (C-PBCR) Civic & Stakeholder Dialogues / Fora**
    - Annual dialogues and fora at national, provincial, district, and local levels
    - Open discussions on social issues and community concerns
2. **County Peace and Conflict Resolution Committee (CPCRC) Framework**
    - Establish CPCRC and Sub-County Peace Building and Conflict Resolution Committees (SCPBCR)
    - Extend CPCRC and SCPBCR to Wards and Villages, linked to the National Security Council
3. **Annual Socio-Cultural Events**
    - 2 annual cultural events (Sub-County and County levels)
    - Music, poetry, sports, multi-cultural exhibitions, and peace modelling
    - Public-Private Partnership (PPP) modalities for successful execution
4. **Multi-Media Peace Messages**
    - Regular transmission of peace messages through electronic, print, and broadcast media
    - Varying creative approaches for impact and effect
5. **PBCR Framework**
    - Institutionalise peace-building and conflict management processes
    - Establish Nairobi Peace and Conflict Management Committee (NPBC)
    - Core functions: leadership, management, and coordination of peace-building projects
6. **CPCRC and SCPCRC Capacity Development**
    - Capacity building for CPCRC, SCPCRC, and National Government Administrative Officers (NGAOs)
7. **CPCRC and SCPCRC M & E System**
    - Develop a comprehensive MIS/M&E system for CPCRC and SCPCRC

Policy Implementation Strategy:

- Expand existing pilot framework for C-PBCR civic and stakeholder dialogues
- Establish CPCRC and SCPBCR committees
- Organise annual socio-cultural events
- Launch a multi-media peace messages campaign
- Develop and implement PBCR framework
- Provide capacity development for CPCRC, SCPCRC, and NGAOs
- Establish M&E system for CPCRC and SCPCRC

Coordination and Leadership:

- NPBC Committee: leadership, management, and coordination of peace-building projects
- CPCRC and SCPCRC: implementation and reporting to the NPBC Committee

This framework outlines the key components and strategies for implementing peacebuilding and conflict resolution initiatives in Nairobi City County. Is there anything you'd like me to add or clarify?

CHAPTER FIVE

POLICY COORDINATION & IMPLEMENTATION FRAMEWORK

5.1. Introduction

127. The policy proposes the creation of structures that define the roles of the Nairobi City County Government and Community Development Committees at various levels to coordinate and supervise Community Development Programs as envisaged in this Policy. These Committees are explained in the subsequent paragraphs as follows:

5.1.1. Coordination and administration mechanisms for policy implementation

128. The Department responsible for Community Development shall spearhead the mobilisation, 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 as envisaged in this Policy. These Committees are explained in the subsequent paragraphs as follows:

129. Membership in these committees shall take into account the following criteria for appointment into the Committee:

1. Members shall be experts and professionals in their capacities
2. Be a member of a VIO
3. Representative of the Business Sector
4. Representative of County Government
5. Community representative
6. Religious representative
7. Special Interest Group Representative
8. Representative of gender, youth and persons with disability

130. Functions of the Committees at every level shall include:

1. Supervise the overall implementation of the policy at all levels
2. Provide linkage between the County Government and Community Development Actors at all levels of implementation
3. Support in setting up implementation structures
4. Interpret Policy into programmes, projects and activities for effective implementation, monitoring, evaluation and learning.
5. Support the capacity development of teams

5.1.2. Role of the Nairobi City County Government in Community Development

131. The County Government provides a platform for inter-governmental collaboration and partnership for enhanced and sustained community development. Such partnerships and collaborations entail agreements and actions made by consenting organisations or parties to share resources to accomplish common development objectives as listed in various county development plans and sectoral development strategies.

132. Community development is undertaken by many players such as government agencies, development partners (DPs), private sector agencies, NGOs, CSOs, VIOs, FBOs, and communities among other stakeholders. Most of these actors are based at the national level but basically operate within the county from where all their development activities take place, and at the community level where real development interventions are implemented.

133. The County government is a key partner and player in community development as it plays a major role in the socio-economic development of communities with the entire Nairobi City County, ensuring that each Ward and Village enjoys unfettered access to public services, gets linked to development through county-initiated partnerships and collaborations with local and international development partners, donors and development aid agencies.

134. Collaboration and partnerships initiated, coordinated and supported by the Nairobi City County Government is instrumental in helping to produce synergy, raise community awareness, share scarce resources equitably and based on prioritized community development needs and aspirations, overcome obstacles and barriers, avoid and or limit duplication of efforts and increase access to resources for even distribution of development opportunities and program for the equitable benefit of all Nairobians.

5.1.3. Technical Steering Committee (TESC)

135. Technical Steering Committee (TESC) is a group of experts with specialized knowledge and professional expertise within the Policy area and who shall be tasked with the overall responsibility to guide the technical aspects of policy implementation ensuring the policy remains feasible, pragmatic and effective by providing crucial and timely technical support throughout the life of the policy.

136. TESC will be the organ responsible for the policy interpretation, policy program designs and implementation of the policy.

137. TESC will work in collaboration with the Nairobi County Community Development Officers (NCCDOs), stakeholders and community members to ensure timely implementation of the policy.

138. Membership to this committee shall include technical experts from different Departments and Stakeholders from time to time. In particular, the membership of TESC shall include: -

1. The Chief Officer responsible for Community Development and Social Services who shall be the Chair of TESC
2. Chief Officer responsible for Gender
3. Chief Officer responsible for Finance and Economic Planning
4. Chief Officer responsible for Inspectorate Services
5. Chief Officer responsible for Youth and Sports
6. Chief Officer responsible for Culture and Arts
7. The County Director in Charge of Community Development who shall be the Secretary of TESC
8. 2 representatives from CSOs
9. 2 representatives from Development Partners

139. Roles of the TESC shall be to: -

1. **Technical Expertise** – TESC shall assess the technical aspects of the Policy, including its potential contributions to paradigm shifts in community development planning and its impacts on the lives of the Nairobi Citizens. The Committee shall also assess all infrastructure, human resource and fiscal requirements for effective and sustainable policy implementation and offer insights based on their deeper and clearer understanding of the Policy and its Implications on module operandi in community development organization, coordination, implementation and evaluation.

2. **Feasibility Analysis** – TESC shall technically and professionally evaluate the feasibility and applicability of all the Policy goals and objectives, identifying potential challenges and proposing suitable alternatives and or solutions to any identified potential challenges.

3. **Standards and Guidelines** – TESC shall develop technical and legal standards, guidelines, regulations, and protocols necessary for effective and efficient policy implementation.

4. **Monitoring and Evaluation** – TESC shall develop Policy Objective-Specific Monitoring, Evaluation and Learning Tools, ensuring data accuracy, comprehensiveness and providing insights to inform policy reviews and adjustments.

5. **Stakeholder Coordination and Management** – TESC shall facilitate communication, collaboration, partnerships and networking between technical experts and technical assistance providers – both in the public and private sector, collaboration between technical experts and the line Departments of the Nairobi City County Government for effective Policy mainstreaming within the Departments, hence scale up of community development through a multi-sectoral approach, and communication with various other stakeholders in the best interest of supporting multi-stakeholder approach to community development.

5.1.4. County Steering Committee for Community Development (CSCCD)

140. At the County-level, a County Steering Committee for Community Development (CSCCD) will be established with a major role of providing overall coordination, oversight and advisory services to community development programmes, community development actors and development partners supporting community development within the City County of Nairobi.

141. The composition of the CSCCD will include;

1. County Chief Officer (CCO) responsible for Community Development in the County Government of Nairobi, who will be the Chair of the CSCCD;
2. Representative of Development Partners, who shall be the Vice Chair of the CSCCD
3. County Director of Social Services, who shall be the Secretary to the Committee
4. A representative of the Security and Compliance sector
5. A representative of the Built Environment and Urban Planning Sector
6. A representative of Green Nairobi (Environment, Water, Food and Agriculture) Sector
7. Representative of Business and Hustler Opportunities Sector
8. Representative of Sub-County Administration,
9. Representatives of the Finance and Economic Planning Department
10. Representative of the Health, Wellness and Nutrition sector
11. Representative of Inclusivity, Public Participation and Customer Service Sector
12. Representative of Persons with Disability
13. Representative of Youths
14. Representative of Talent, Skills, Creative Arts, Digital Content Creation and care Sector
15. Voluntary Involving Organisations (VIOs) and

142. Schedule of Meetings of the Committee: The committee shall meet quarterly to transact its business or as the Chair may deem appropriate, provided that the total number of meetings does not exceed 6 sessions in a year.

143. Term of Office: The appointment time frame for all members of the committee will be for a period of three years, renewable once, based on the performance of the individual member of the Committee. Membership in this Committee is Voluntary.

144. Responsibilities for this Committee will include;

1. Spearheading the Implementation, Interpretation, Dissemination and review of Community Development-related policies;
2. Oversee the implementation of the County Action Plans developed to implement the policy;
3. Creation of linkages and partnership platforms for effective collaboration and networking between community development actors and partners.
4. Promote lesson sharing, best practices documentation and dissemination.
5. Coordination and Collaboration with other Government and related Agencies in the Implementation of Community Development Programmes;

6. Monitor and Evaluate Community Development Programmes at the County and lower levels of governance, and ensure that Social Impact Assessment (SIA) is incorporated in all the Community Development Projects planned for Implementation.
7. Resource Mobilisation and Capacity Building of Lower-Level Committees, Community Groups and Organisations.
8. Create awareness among community members as well as disseminate information for the development of the community.

5.1.5. Sub-county Committee for Community Development (SCCCD)

145. At the Sub-County level, Sub-County Committees for Community Development (SCCCD) will be established in each Sub-County within Nairobi City County, with its composition including representatives of these sectors: -

1. The Sub-County Administrator, who shall be the Convener/Chairperson of the Committee
2. The Sub-County Community Development Officer (CCDO), who shall be the Secretary to the Committee;
3. Two Representatives of Community Development Groups & Organisations working within the Ward
4. Two Representatives of Community Development Partners Supporting Community Development Initiatives within the Sub-County;
5. Representative of the Security and compliance sector
6. Representative of the built environment and urban planning sector at
7. Representative of the Green Nairobi (environment, water, food and agriculture) sector
8. Representative of the business and hustler opportunities sector
9. Representative of the borough administration and personnel sector,
10. Representatives of finance and economic planning affairs
11. Representative of the health, wellness and Nutrition sector
12. Representative of inclusivity, public participation and the customer service sector
13. Representative of Persons with Disability
14. Representative of Youths
15. Representative of the talent, skills and care sector
16. Voluntary Involving Organisations (VIOs)
17. Representative of Resident Associations/Nyumba Kumi

146. **Term of Office**: The appointment time frame for all members of the committee will be for a period of three years, renewable once and based on the performance of the individual member of the Committee. Membership in this Committee is Voluntary.

147. The role of this Committee will be: -

1. To provide overall coordination, oversight and advisory services to community development programmes in the sub-county
2. Dissemination and implementation of county policies and programs on community development at the sub-county level;
3. Coordinate the mobilisation of resources for the community.
4. Form a Resource Vetting Consortium- Partner with KRA, NGOs Bureau, Department of Social Services, and the National Intelligence Services (NIS).
5. Supervision of the lower-level committees
6. Data collection and management at the sub-county level.
7. Create awareness among community members at the sub-county level.
8. Monitor and evaluate groups, projects and programs on community development.

148. Schedule of Meetings of the Committee: The Committee shall meet monthly to transact its business. Each member shall be given a 7-day notice before the meeting, indicating the agenda and location of the meeting.

5.1.6. Ward Committee for Community Development

149. At the ward level, a Ward Committee for Community Development shall be established with its composition being as follows: -

1. The Ward Administrator, who shall be the convener/chairperson of the Committee
2. The Ward Community Development Officer (CCDO), who shall be the Secretary to the Committee
3. Two Representatives of Community Development Groups & Organisations working within the Ward
4. Two Representatives of Community Development Partners Supporting Community Development Initiatives within the Sub-County
5. Representative of the Security and compliance sector
6. Representative of the built environment and urban planning sector at
7. Representative of the Green Nairobi (environment, water, food and agriculture) sector
8. Representative of the business and hustler opportunities sector
9. Representative of the borough administration and personnel sector,
10. Representatives of finance and economic planning affairs
11. Representative of the health, wellness and Nutrition sector
12. Representative of inclusivity, public participation and the customer service sector
13. Representative of Persons with Disability
14. Representative of Youths
15. Representative of the talent, skills and care sector
16. Voluntary Involving Organisations (VIOs)
17. Representative of Residents' Association

150. **Term of Office:** The appointment time frame for all members of the committee will be for a period of two years, renewable once, subject to the performance of the individual member of the Committee. Membership in this Committee is voluntary.

151. The role of the Ward Committee on Community Demobilization is:

1. To provide overall coordination, oversight and advisory services to community development projects and programs at the ward level.
2. Dissemination and implementation of county policies and programs on community development at the ward level;
3. Create awareness among community members at the ward level.
4. Resource Mobilisation and Supervision of project management committees (PMCs) for Community and group Projects.
5. Monitor and evaluate groups, projects and programs on community development.
6. Collect and manage data at the ward level.

5.2. Role of Stakeholders in Community Development

152. The Department responsible for Community Development recognises the role played by other partners in promoting and facilitating community development. These partners include both state and non-state actors whose contributions to the development of our local communities are unfathomably great. In this policy, the following stakeholders are duly recognised: -

5.2.1. State Actors (National and County Government)

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

1. Provide leadership, oversight and policy direction
2. Ensure the existence of adequate policy, legal and institutional frameworks that support community development across levels of governance and public service delivery
3. Enforce implementation of the policy and programmes in a coordinated and integrated way

4. Mobilise resources for community development programmes and initiatives
5. Provide funding for community development programmes and initiatives through established, duly registered and active community development groups and organisations within the Nairobi City County
6. Facilitate effective collaboration in the implementation of Community Development programmes
7. It must ensure that people are aware of their rights and entitlements in Community Development
8. Ensure availability of necessary community support and infrastructure
9. Facilitate capacity building for effective planning, implementation, monitoring and management of Community Development programmes

5.2.2. Non-State Actors

154. Non-State Actors include: SHGs, CSOs, FBOs, VIOs, development partners, the private sector and other community development partners.

155. Their role in the implementation of the policy will be to;

1. Provide additional financial and technical support to the government
2. Provide checks and balances to the government to ensure implementation of the policy
3. Ensure inclusion of all categories of communities and vulnerable groups
4. Lobbying and advocacy for the policy
5. Compliment government interventions

5.2.3. Communities

156. The role of the communities is to;

1. Participate in the design and implementation of CD programmes for ownership and sustainability
2. Provide homegrown solutions to address community needs and challenges in CD
3. Contribute material, labour and financial support for the implementation of CD programmes
4. Lobby for the implementation of the policy
5. Participate in the monitoring and evaluation of CD programmes and projects

5.3. Role of the Media in Community Development

157. The media plays a crucial role in educating society's citizens about new concepts when those concepts are difficult for ordinary people to understand at the moment, informing the citizens about ongoing and or upcoming developments and activities within communities, providing info and edutainment among other roles. In this Policy, the media will: -

1. Educate, inform and entertain through news, features and analysis in the press.
2. Produce documentaries, dramas, current affairs programmes, public service announcements, magazine programmes and other forms of programming for radio and television.
3. Provide facts to allow community members to be better informed about the issues that affect them and to determine the best options available to tackle them.
4. Provide criticism and debate to ensure that information on issues affecting community members is tested and examined from all points of view, preceding action planning and execution;
5. Provide investigation and examination to ensure that power is checked and decision-makers are held accountable.

CHAPTER SIX

MONITORING AND EVALUATION FRAMEWORK

5.1. Policy Monitoring, Evaluation, Research and Learning (MERL) Strategy

158. 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.

159. Coordination of MER will be provided by the County Steering Committee on Committee Development through periodic reporting.

160. Participatory monitoring will be done at all levels, namely the county Steering Committee, County, Sub-County and Ward committees respectively and at the community.

161. The Policy will be reviewed after ten (10) years alongside the Vision 2030 MTPs and MDCAs development plans, or as when need arises. The review will aim 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.

5.2. Policy Communication and Publicity Strategies

162. The Policy Communication Chart is illustrated as follows:

5.3. Policy Implementation Matrix

Policy goal	The policy aims to provide a comprehensive framework for the coordination of community development projects/ programmes implementation; stakeholder identification, engagement and management; development planning and resources mobilisation; and promote a highly impactful community development practice through continuous partnerships and capacity building in Nairobi City County.				
Policy Objectives one	**To develop legislative frameworks for effective stakeholder management, programme coordination, group management, and resource mobilisation to enhance output deliveries and performance standards in community development practices within the county**				
Intervention	**Indicator**	**Resources**	**Actors**	**Time frame**	**Outcomes**
Develop and enforce a legal framework for community development practices, coordination, resource mobilisation and stakeholder management in the county.	3 County government legislations	100 million	County sector leaders Legislators County Attorney	1 YEAR	Output Deliveries and Performance Standards in county community development practices Well-coordinated activities and programmes Resource base for community development programmes Good Stakeholder management practices
Create awareness of existing legal frameworks on community development practices	85 wards Community engagements	10 million	CD officers County officers	Continuous Program	
Regulate and coordinate community development organisations at the grassroots.	Guidelines, tools, and templates	1 million per ward per year	County Community Development Committee and Technical Committee	Annually.	
Establish structures for mobilisation, coordination, implementation and monitoring of this policy framework processes.	County Community Development Committees	5 million	State Actors Non-State Actors Communities County officers	6 months from the date of enactment of this Policy	
Develop a monitoring, evaluation and reporting framework to track progress in the mainstreaming of cross-cutting and emerging issues	M and E framework	1 million	CSOs CDOs CBOs Professionals	Within 3 months after the Establishment of the Policy Monitoring, Coordination and Reporting Framework	

Policy Objective Two	To create operational Community Empowerment Frameworks to guide mobilisation and registration of community development groups in the county (which include Self Help groups, Chamas, CBOS, and Merry go rounds), stakeholder management, and resource mobilisation on county community development issues.				
Intervention	indicator	resources	Actors	Time frame	Outcomes
Develop a community mobilisation strategy to ensure adherence to the legal framework and registration.	Guidelines for community mobilisation	500k	CDOs County actors stakeholders	2 months	Better operational systems and structures Empowered communities engaging in livelihood activities within the county
• Develop Regulation Strategies for Community Group Operations and Resources, through Forming a Vetting Consortium (including grassroots committees)	Resource mobilisation framework	1.5 million per Subcounty	CDOs County actors Stakeholders	1 year	
• Institute formal and mentorship programmes for Community Development practitioners	85 Ward level community training centres	5 million	CDOs/ TVETA/ KICD / UNESCO/ KIE/ YEF/ WEF/ UNIDO/ EU/ JICA/KOICA CDOs Stakeholders County actors	Annually	
• Design and implement programs for community initiatives	85 programs	10 million per ward		Annually	
• I identify and document community best practices and undertake learning exchange programs	Data management system	1million per ward		Annually	
• Promote and establish community resource centres	85 centres	5 million		Annually	
• Offer capacity building to the community through training and community conversations.	85 workshops	10million		Annually	
• Develop Tools for Monitoring and Evaluation of Community Processes, Programs and Projects	M&E framework	1 million		Annually	
Policy Objective Three	To set up infrastructure for capacity building and socio-economic empowerment and livelihoods through community organisation and training, networking and partnership building, group development, Exhibitions and trade fairs, community conversations, exchange/ exposure programmes and social economic technical support. (implementation)				
Intervention	indicator	resources	Actors	Time frame	Outcomes
• Develop community development training tools and materials	Training manuals Curriculum	600,000 per tool by 22 tools/manuals	TVET NITA	6 months	Increased knowledge and skills in community development Synergies built around issues and programmes
• Carry out a community need assessment to establish industry knowledge gaps and requirements	17 Need assessment data	500,000 per Need Assessment	CDOS Stakeholders County actors	6 months	
• Facilitate capacity building for groups and development actors	85 Capacity building workshops	500,000 per capacity building workshop	CDOS Stakeholders County actors	1 year	
• Induction and Refresher Courses	Curriculum	350,000 per session	CDOS County actors	Annually	
• Benchmarking and Exposure programmes	85 exposure	300,000 per	CDOS	Annually	

	programmes	program	County actors		
• Offer psychosocial support and debriefings	Counseling programme	1,500,000 per ward	CDOS Stakeholders County actors	Continuous Program	
• Train Community Actors within County Government.	CD staff training manual	1 million per ward	TVET NITA	Continuous Program	
• Train and integrate Community Organisation and other participatory approaches in Nairobi City County.	CD practitioners' training manual	5 million	TVET NITA Stakeholders	Continuous Program	
• Develop a Community Engagement, Support and Exit Plan.	Strategy formulation	1 million		3 months	
• Streamline Community Empowerment Programs.	Guidelines for streamlining	2 million per Ward	CDOs	6 months	
• Identify and Promote Innovation in Community Development	Establish cottage industries	10 million	CDOs County actors	Continuous Program	
• Strengthen Communities Economic Empowerment for Market Exposure through Trade Fairs and Exhibitions	Trade fairs Exhibitions	5 million	CDOs County Actors	Annually	
Policy objective Four	To strengthen community development internal mechanisms for efficiency and effective performance management through restructuring, staff capacity development and training, exchange programmes, research and development, monitoring and evaluation, resource mobilisation and management				
Intervention	**indicator**	**resources**	**strengthening**	**Time frame**	**Outcomes**
• Strengthening community development, internal and operational systems • Establish and strengthen human resources and internal infrastructure capacity gaps in community development • Review and strengthen the internal system in line with this policy	Human resources structuring and hiring, office equipment and space provision	25 million	County public service Ministry of Finance	Continuous Program	Efficient and effective systems, structures and human resources.
• strengthen monitoring and evaluation systems • Create tools for internal data collection, management and support a monitoring and evaluation framework. • Regulate the collection and management of data from the Nairobi community • Support Data Collection and Analysis to Capture Sex /Age disaggregated data to inform community-related interventions. • Produce Periodic Reports detailing progress made in implementing the Community Policy • Establish Community Data Centres in the County. • Upon collection, collation and verification of data, facilitate the dissemination of information. • Identify, Document and Disseminate Lessons Learnt from Community Development	Monitoring and evaluation framework Data information and management system Performance reports Dissemination workshops	150 million	CDOs Stakeholders Community members	Annually	
• Promote and Facilitate Research in areas Relevant to Community	Data collection tools	1.720 billion	CDOs	5 years	

Development. • Create ward-level resource centres for innovation and creativity to nurture talent and skills • Set up cottage industries for value addition, research, learning and new product development. • Enhance Innovation and the use of Technology in Research and Dissemination of Community Data.	ICT Resource centres Cottage industries Report		ICT M$E officers County actors		
• strengthen resource mobilisation for community development • Set up and manage a Nairobi County community development revolving fund to support livelihood empowerment programmes. • Develop resource mobilisation tools for community development • Resource maps the sub-counties and develops a resource database • Develop community development staff capacity for resource mobilisation • Coordinate and match the resources with the needs. • Carry out joint Resource Mobilisation with like-minded Partners. • Network and mainstream and link the Community development revolving fund with all other devolved funds (youth fund, Uwezo fund, women fund, hustler fund) within the county for easy access by the community development livelihood groups.	• Resource mobilisation framework • Resource mobilisation tablet • Resource database • Resource mobilisation workshop • Resource mapping • Bidding and tendering workshops • Fundraising committee	250 million	KCDF Youth Fund Women fund YEDF Uwezo fund Hustler fund CDOs County Actors Business community	Annually	

5.4. Policy Budget Implications

To implement the policy, the following will be required

Policy goal

The policy aims to provide a comprehensive framework for the coordination of community development projects/programmes implementation; stakeholder identification, engagement and management; development planning and resources mobilisation; and promote a highly impactful community development practice through continuous partnerships and capacity building in Nairobi City County.

Policy Objectives one

To develop legislative frameworks for effective stakeholder management, programme coordination, group management, and resource mobilisation to enhance output delivery and performance standards in community development practices within the county

Intervention	Resources needed	Deficit	Unit cost	Time frame	Total
1. Develop and enforce a legal framework for community development practices, coordination, resource mobilisation and stakeholder management in the county.	3 County government legislations	3	15,000,000	12 months	45,000,000

2. Raise awareness on existing legal frameworks on community development practices	85 wards Community engagements	85	1,000,000	12 months	85,000,000
3. Regulate and coordinate community development organisations at the grassroots.	Guidelines, tools and templates	1	500,000	60 months	30,000,000
4. Establish structures for mobilisation, coordination, implementation and monitoring of this policy framework processes.	County community development, Communication, and leadership structure	1	1,500,000	60 months	90,000,000
5. Develop a monitoring, evaluation and reporting framework to track progress in mainstreaming of cross-cutting and emerging issues	M and E framework	5	100,000	5 months	500,000
SUB-TOTAL					**250,500,000**
Policy Objective Two To create operational Community Empowerment Frameworks to guide mobilisation and registration of community development groups in the county (which include Self Help groups, Chamas, CBOS, and Merry go rounds), stakeholder management, and resource mobilisation on county community development issues.					
Intervention	**Resources needed**	**deficit**	**Unit cost**	**Time frame**	**Total**
1. Develop a community mobilisation strategy to ensure adherence to the legal framework and registration.	Guidelines for community mobilisation	1	7,000,000	6 months	7,000,000
2. Develop Regulation Strategies for Community Group Operations and Resources, through Forming a Vetting Consortium (including grassroots committees	Resource mobilisation framework	1	5,000,000	6 months	6,000,000
1. Institute formal and mentorship programmes for Community Development practitioners	85 Ward level community training centres	1	17,000,000	12 months	17,000,000
2. Design and implement programs for community initiatives	85 programs	85	2,000,000	12 months	170,000,000
3. Identify and document community best practices and undertake learning exchange programs	Data management system	85	500,000	12 months	42,500,000
4. Promote and establish community resource centres	85 centres	85	5,000,000	36 months	425,000,000
5. Offer capacity building to the community through training and community conversations.	85 workshops	85	250,000	Quarterly	21,250,000
6. Develop Tools for Monitoring and Evaluation of Community Processes, Programs and Projects	M&E framework	5	100,000	5 months	500,000
SUB-TOTAL					**689,250,000**

Policy Objective Three

To set up infrastructure for capacity building and socio-economic empowerment and livelihoods through community organisation and training, networking and partnership building, group development, Exhibitions and trade fairs, community conversations, exchange/ exposure programmes and social economic technical support. (implementation)

Intervention	Resources needed	deficit	Unit cost	Time frame	Total
1. Develop community development training tools and materials	Training manuals	1	1,000,000	6 months	1,000,000
2. Carry out a community need assessment to establish industry knowledge gaps and requirements	Curriculum	1	4,250,000	6 months	4,250,000
3. Facilitate capacity building for groups and development actors on participatory community needs assessment and prioritisation for sustainable development planning and resource allocation	17 Need assessment data	17	1,000,000	12 months	17,000,000
4. Induction and Refresher Courses on Effective Community Development Planning, Management, Monitoring, Evaluation and Lesson Sharing.	85 Capacity building workshops	85	1,000,000	12 months	85,000,000
5. Business Case Paper for Local and International Benchmarking and Exposure programmes developed to aid learning from and documenting best practices in devolved governance and its role in the facilitation of community development	Bench Marking Business case paper	2	200,000	3 months	400,000
6. Local level Benchmarking	Trips	8	200,000	3 months	1,600,000
7. International Benchmarking	Trips	5	500,000	3 months	2,500,000
8. Offer psychosocial support and debriefings	85 exposure programmes through the Ward Level Committees	85	100,000	10 Sessions	8,500,000
9. Train Community Actors within the Nairobi City County Government on Policy Implementation, Performance Management and Output Monitoring as well as Policy Review Strategies.	85-Ward Level Trainings through the Ward Committees	85	500,000	10 Sessions	42,500,000
10. Train and integrate Community Organisations, Civil Society Organisations, Public Benefits Organisations, and other participatory development actors, including Faith-Based Organisations, on the Nairobi City County Community Development Framework and Compliance Standards as per the Values and Principles underpinning the overall policy framework.	Community Development Policy Implementation, Monitoring, Evaluation and Performance Management Manual and Training Modules	2	600,000	10 weeks	1,200,000
7. Develop a Community Engagement, Support and Exit Plan.	Structuring and formalisation through a Community Engagement Strategy and User Manual.	1	500,000	5 weeks	500,000

8. Streamlining and strengthening special interest groups empowerment Programs, including women, children, PwDs, persons living with terminal illnesses, NCDs and street families	Strategy formulation	1	2,000,000	12 months	2,000,000
9. Identify and Promote Innovation in Community Development.	Guidelines for streamlining innovation and creativity in community development, including judgment criteria for the selection of the best innovations and creative ideas.	1	1,000,000	12 months	1,000,000
10. Strengthen Communities Economic Empowerment for Market Exposure through Trade Fairs and Exhibitions	Establish cottage industries and host Trade Fairs and Exhibitions – Locally and Internationally	3	15,000,000	Annually	135,000,000
SUB-TOTAL					**302,450,000**
Policy objective Four To strengthen community development internal mechanisms for efficiency and effective performance management through restructuring, staff capacity development and training, exchange programmes, research and development, monitoring and evaluation, resource mobilisation and management					
Intervention	Resources needed	deficit	Unit cost	Time frame	Total
1. Strengthening community development internal and operational systems. Establish and address human resources and internal infrastructure capacity gaps in community development. Review and strengthen the internal system in line with this policy	Human resources Organisational Development and Management Review structuring and hiring, office equipment and space provision	120 1 1	50,000 500,000 85,000,000	60 months Annually Capex	360,000,000 3,000,000 85,000,000
2. Strengthening monitoring and evaluation systems a. Create tools for internal data collection, management and support a monitoring and evaluation framework. b. Regulate the collection and management of data from the Nairobi community c. Support Data Collection and Analysis to Capture Sex /Age disaggregated data to inform community-related interventions. d. Produce Periodic Reports detailing progress made in implementing the Community Policy e. Establish Community Data Centres in the County. f. Upon collection, collation and verification of data, facilitate the dissemination of information. g. Identify, Document and Disseminate Lessons Learnt from Community Development	Monitoring and evaluation framework Data information and management system Performance reports Dissemination workshops	5 1 6 6	100,000 2,000,000 300,000 100,000	6 months 3 months Annually Annually	500,000 2,000,000 9,000,00 600,000

3. Promote and Facilitate Research in areas Relevant to Community Development. a. Create ward-level resource centres for innovation and creativity to nurture talent and skills b. Set up cottage industries for value addition, research, learning and new product development. c. Enhance Innovation and the use of Technology in Research and Dissemination of Community Data.	Data collection tools ICT Resource centres Cottage industries Report	6 1 17 cottages (1 per subcounty) 6	50,000 3,000,000 5,000,000 100,000	Once Once Once Annually	300,000 3,000,000 85,000,000 600,000
4. Strengthen resource mobilisation for community development a. Set up and manage a Nairobi County community development revolving fund to support livelihood empowerment programmes. b. Develop resource mobilisation tools for community development c. Resource map the sub-counties and develop a resource database. Develop community development staff capacity for resource mobilisation d. Coordinate and match the resources with the needs. e. Carry out joint Resource Mobilisation with like-minded Partners. f. Network and mainstream and link the Community development revolving fund with all other devolved funds (youth fund, Uwezo fund, women fund, hustler fund) within the county for easy access by the community development livelihood groups.	1. Resource mobilisation framework and Template 2. Resource database 3. Resource mobilisation workshop 4. Resource mapping and development partners listing by sector and areas of focus and support. 5. Bidding and tendering workshops targeting youth, women and PwDs 6. Establishment and Capacity Building of the Nairobi City County Fundraising and External Resource Mobilisation Function (Directorate and Committee)	1 1 17 1 17 2	100,000 120,000 200,000 250,000 100,000 3,000,000	Once Annually Quarterly Once Quarterly Annually	100,000 1,440,000 3,940,000 250,000 1,700,000 15,000,000
SUB-TOTAL					**562,430,000**
GRAND TOTAL POLICY IMPLEMENTATION BUDGET					**1,804,630,000**

CHAPTER SEVEN

POLICY REVIEW, AMENDMENT AND TRANSITION CLAUSES

7.1. Policy Review

163. The Policy will be reviewed after ten (10) years alongside the Vision 2030 MTPs and MDCAs development plans, or as the need arises. The review will aim 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.

164. Policy Review Procedure shall include two levels of consultative meetings. The first will be the Nairobi City County Government Multi-Sectoral Community Development Forum, and the second one will be the Multi-Stakeholder Community Development Forum.

165. The Nairobi City County Government Multi-Sectoral Community Development Forum will bring together all County Departments and Sections through which this Policy is mainstreamed and implemented. The Forum will be used to take stock of all Policy proposals as implemented by and through those Departments and or sections of the Nairobi City County Government, and to develop a Cabinet Paper on the Review of the Nairobi City County Policy on Community Development. The Cabinet Paper shall document all proposed and implemented projects/programmes and or actions. The Paper will also highlight the beneficiaries of such Policy actions and the costs incurred over time to deliver what amount or level of outputs. The Cabinet Paper will also highlight proposed forward actions to make the Policy Implementation even more effective.

166. The Multi-Stakeholder Community Development Forum, on the other hand, will bring together State and Non-State Community Development Actors, including Local and International Development Partners, Civil Society Organisations' Networks, Interreligious Council, Business Community Associations, Cooperative Societies, Climate Change Advocates and Human Rights Organisations working towards improving access to basic rights by all citizens of Nairobi. It is this forum that Policy Implementation and funding strategies shall be discussed, evaluated and proposed improvements on methodologies adopted. The Forum will put to task each actor in and a facilitator of Community Development within Nairobi City County to live up to the promises made by each stakeholder. Reports from this forum will influence the Cabinet Paper drawn by the Nairobi City County Government Multi-Sectoral Community Development Forum insofar as accountability, transparency and respect for mutuality of interests are concerned.

167. Monthly Status Update Reports, Annual and Bi-Annual Evaluations, Mid-Term Evaluation (every 3years) and End-Term Evaluation (at the 10th Year) shall form critical components of the Policy Review Process.

168. The Nairobi City County Government may recruit the services of a Third Party MEAL Expert to conduct Monitoring, Evaluation and Learning Technical Services. The Third-Party MEAL Expert will be tasked to provide all M & E Technical Inputs, including but not limited to items described under Chapter 6 (6.3) – Policy Objective 4, to include but not limited to: -

1. Strengthening monitoring and evaluation systems
2. Create tools for internal data collection, management and support a monitoring and evaluation framework.
3. Regulate the collection and management of data from the Nairobi community
4. Support Data Collection and Analysis to Capture Sex /Age disaggregated data to inform community-related interventions.
5. Produce Periodic Reports detailing progress made in implementing the Community Policy
6. Establish Community Data Centres in the County.
7. Upon collection, collation and verification of data, facilitate the dissemination of information.
8. Identify, Document and Disseminate Lessons Learnt from Community Development.

7.2. Transitional Clauses

169. To guide the implementation of this policy, the county government, in collaboration with non-state actors, through the County Community for Community Development, shall develop a County Plan of Action on Community Development

170. The County Plan of Action on Community Development shall be aligned to the Sustainable Development Goals (SDGs), the Kenya Vision 2030 and Ministries, Departments, Counties and Agencies (MDCAs) development plans, National Policy on Community Development, National Policy on Gender and Development, Sessional Paper No. 1 of 2023 on Kenya National Population Policy for Sustainable Development, Sessional Paper No. 1 of 2021 on National Water Policy, Sessional Paper No. 05 of 2020 on Kenya Micro and Small Enterprises Policy for Promoting Micro and Small Enterprises (MSEs) for Wealth and Employment Creation, Sessional Paper No. 3 of 2021National Action Plan on Business and Human Rights, and Sessional Paper No. 5 of 2023 on National Policy on Labour Migration among other relevant policy papers intended to spearhead community development in Kenya.

171. The County Plan of Action on Community Development shall detail the strategies, activities, target communities, timeframe, estimated costs and the responsible agencies.

172. Implementation of the County Plan of Action on Community Development will require the participation and support from the two (2) levels of government, communities and other non-state actors promoting community development within the Nairobi City County Government.

173. Respective implementing agencies shall develop work plans detailing their interventions and programmes as outlined in this policy.