

Community Strategic Plan Kihingo Ward NJORO SUB-COUNTY



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Abbreviations

CSP	Community Strategic Plan
CTL	Center for Transformational Leadership
DANIDA	Danish International Development Agency
ECDE	Early Childhood Development Education
ENCASE	Encouraging Citizen Driven Accountability through Sustained Engagement
MCA	Member of County Assembly
SPARKe	Strengthening Public Accountability and Responsiveness in Kenya
VTC	Vocational Training Center

Acknowledgements

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We appreciate the County Government of Nakuru for participating in the development of this plan. Special thanks go to Hon. Simon Kamau Karanja, Kihingo Ward Member of County Assembly (MCA) and Mr. Timothy Njoroge Kihingo Ward Administrator for supporting the process and making valuable inputs during community strategic plan.

We also thank the 30 community members drawn from four sub-locations that make up Kihingo Ward for volunteering their time to develop and draft this plan. Your effort in presenting the needs of the community and identifying areas that require action to ensure equitable development across the ward is appreciated. Special thanks to CTL's Kihingo Ward Civic Educator Mr. Peter Kimani for mobilizing and facilitating conversation during the CSP development process.

We appreciate the CTL Team - Bancy Kubutha, Peter Rono, Nickson Mwarari, Paul Njuguna, John Kiruki, Margaret Gachanja and Julia Kamau who worked tirelessly to support the community planning and compiling this report.



About CTL



Center for Transformational Leadership (CTL) is a local NGO based in Nakuru County and founded in 2008. The organization envisions a transformed society upholding values of good governance. Its mission is to strengthen the capacity of individuals, communities and organizations to effect positive transformation in the society.

CTL does this by implementing democracy, governance and leadership programs. Through the governance program, CTL conducts civic education to ensure citizens understand their constitutional rights and responsibilities. It also supports citizen formations to engage in public decision-making processes and monitor the delivery of essential services using participatory performance management tools like community scorecards, social audits, citizen report cards, community strategic plans and budget analysis.

This work enables citizens to provide duty bearers with constructive feedback for improved quality of services. In 2024, CTL used the CSP to identify the priorities of the community and come up with a development plan for Kihingo Ward in Njoro Sub County. The Kihingo Ward CSP is part of the social accountability work undertaken by CTL through the 'Encouraging Citizen Driven Accountability through Sustained Engagement (ENCASE)' project. The ENCASE project is supported by Uraia Trust and DANIDA under the 'Strengthening Public Accountability and Responsiveness in Kenya' (SPARKe) Programme.

This CSP was developed through a participatory process involving the community and the local duty bearers. This report presents findings from CTL's CSP work undertaken in Kihingo Ward in Njoro Sub-County.

Forward

Since devolution took effect in Kenya in 2013, county governments have been conducting public forums to collect citizen views on county budgets and plans. Public participation is one of the underlying principles in the Kenyan Constitution. Through public participation, citizens can influence decisions on what matters most to them. However, meaningful public participation can only happen when citizens are well prepared.

Part of this preparation is about citizens meeting prior to the public forums to identify and prioritize development needs in their localities. It's also about citizens documenting the prioritized needs in a memorandum, ready for submission during public budget forums. While this has been happening in selected areas, the process is often rushed, leaving citizens with limited time to deliberate on their needs and prepare for participation. Citizens rarely have a chance to reflect on how equitable development within Wards has been or even hold conversations to determine their most pressing needs and identify what needs to be prioritized.

Additionally, mobilization of citizens to participate in budget for ais often rushed. This means that some locations within Wards are left out of the preparations and so are their needs. To improve the quality of citizen participation in critical decision making processes such as county planning and budgeting, citizens must be well organized. They must take ample time to reflect on the status of the Wards, evaluate past projects, assess development needs, and agree on annual priorities. Development of Community Strategic Plans (CSPs) accords them such opportunity.

The concept of CSPs is based on the fact that the government planning and budgeting cycles are predictable processes. CSPs allow citizens to engage in a 'strategic planning' exercise for their Wards. During this exercise, citizens map development in their Ward, generalize their development needs, and consult widely to determine annual development priorities. Since the process involves development of a multi-year plan, citizens develop a long-term vision for development in their Ward. This allows them to take a more realistic approach toward allocation of resources to ensure that their vision is gradually realized.

Additionally, citizens plan alongside their local leaders, including their Member of County Assembly (MCA) and their Ward Administrator. Participation of MCAs and Ward Administrators allows citizens to get the clarity they need about strategic projects that may be proposed by the leaders. On the other hand, local leaders get clarity on what developments are critical for citizens. As citizens leverage the power of public participation, we believe this strategic plan will improve their quality of participation and enable them to speak with one voice.

Bancy Kubulta
Executive Director

CTL



Message from MCA - Kihingo Ward

This Kihingo Ward Community Strategic Plan (CSP) is the first for Kihingo to be prepared under the devolved system of government. It aims to build on the foundation that was laid in the previous 10 years of devolution in our ward. Crucially, this creates a vision of what the Kihingo ward residents would like to see in the immediate and foreseeable future through implementation of developmental projects.

What I like about this CSP is that it has been as a result of citizen involvement guided by the team at Centre for Transformational Leadership (CTL). It shows the problems in order of priorities that residents in the ward are facing and the possible solutions within the five year timeframe that they have given me to act as their representative in the County Government of Nakuru. Looking through the report, I can identify some of the issues that have been raised previously by Kihingo ward residents. This CSP makes my work easier in that I can get more information from residents on what issues they would like to be resolved in order of priorities. In addition, it facilitates public participation in the ward as a systems approach has been used whereby conflicts faced in deciding the projects during these forums will be minimized. Lastly, the CSP provides a good monitoring and evaluation guide towards implementation of the development agenda in the ward over the five years.

I would therefore like to thank the team at CTL for identifying Kihingo ward as one of the few beneficiaries to pilot the CSP. Secondly, I would like to acknowledge the efforts of the 30 residents in the ward that were selected and tirelessly gave their all in developing this CSP that targets transformation in the four identified regions in the ward. Now the work continues in transforming the ward. I would like to urge Kihingo ward residents to participate in budget public participation forums to push for the identified projects in the various regions. My work will be to ensure that the voice of the residents is heard and the projects are included in the county budgets and implemented to the satisfaction of the people that elected me to be their representatives.

Member of County Assembly Kihingo Ward.

Why Community Strategic Plan?



01 — Community Organizing

The Community Strategic Planning process is highly participatory and inclusive, giving voice to all citizen groups based on age, gender, and locations. Citizens work collaboratively to assess development needs, determine what to prioritize, and organize better for civic action.



02 — Equitable Development

Citizens map location and status of previous development projects across the Ward. The mapping exercise facilitates equity in distribution of projects in the Ward.



03 — Needs Assessment and Prioritization

Citizens assess development needs in their Ward. For each development need, they determine the level of priority and provide justification for the ranking.



04 — Meaningful Participation

The Community Strategic Planning process is highly consultative. It brings citizens and local leaders together. Members of County Assembly and Ward Administrators provide justifications for development projects they propose to citizens. Citizens develop realistic plans based on Ward development budget ceilings.



05 — Managing Expectations

A Community Strategic Plan helps citizens to prepare adequately for public participation. Through consultation and joint decision-making, citizens consolidate their voice and gain clarity on their development priorities year-on-year. This improves their quality of participation in governance processes.

Methodology

Development of Kihingo Ward CSP followed a six step process. This process was conducted over a period of one month as follows:

Entry Meeting with MCA and Ward Administrator



This step involved holding introductory meetings with MCA and the Ward Administrator in wards where civic education work has previously been conducted.

The concept of community planning was introduced to local leaders and CTL got their buy-in to develop and implement the plan.

Review of Ward Development Projects



Participants mapped development projects implemented in the ward and assessed the status and geographic distribution of those projects.

Identification and sensitization of community representatives

30 participants were identified based on geographical locations, gender and age, community standing and participation in civic matters. Participants were sensitized on the functions of the county and national government, importance of public participation, tools and avenues of public participation, and the county budget-making process.

Prioritization of Development

Needs



Involved identifying and prioritizing development needs in the Ward. Sitting according to their locations/villages, participants developed a list of all issues affecting them in the ward and used a pre-designed template to prioritize projects and interventions they want implemented over the next five years.

S Resource Planning



Participants costed the prioritized projects using previous allocations and identified sources of funds.

Consolidation of Community Strategic Plan



Consolidation of the projects by all the zones/locations/sub-locations villages into one plan. While consolidating the project, MCA's vision for the ward would be incorporated.



The Budget Cycle and Hov

Formulation

What happens

County government commences the budget development process.
County consults stakeholders and captures their views for consideration

Role of Community

- Watch out for public participation notices and inform others
- Prepare to participate draft memorandums and develop a list of signatures to accompany the memorandums
- Consult with MCA and Ward Admin on development priorities
- Attend public participation forums
- Submit memorandum



What happens

This process is spearheaded by the County assembly budget and appropriate committee which comprises MCAs and committee clerks.

This committee collects stakeholders' views concerning the draft budget presented to the County assembly by the County executive - CEC Finance.

The County Assembly approves the budget with or without amendments.

Role of Community

- Watch out for public participation notices and inform others.
- Request for draft budget estimates with projects captured from the ward administrator or budget champions.
- Prepare a memorandum in line with the findings of the projects captured in the budget.
- Mobilize and attend the forum in large numbers to validate the projects captured.

w Citizens Can Participate



What happens

The departments implement the approved budgets by the County Assembly. These include the undertaking of programmes, development projects, and provision of services.

Implementation is an ongoing process as it never stops.

Role of Community

- Request for approved budget estimates with projects for your area captured from the ward administrator or budget champions.
- Monitor implementation of the projects or join the project management committees.
- Consult the Ward Administrator or Area MCAs if the quality of work done by the contractor is poor.

Audit

What happens

In this stage, a review of the implementation stage is done internally by the County treasury at the County level, and externally by the Audit General.

The findings of the audit are tabled in parliament and are used by the MCAs and County Senator to conduct oversight.

Role of Community

- Use the report to monitor service delivery and provide feedback to the government.
- Consult the Area MCA on the findings of the Audit General Report.



Development Priorities

Location: Mugumoini







Insecurity along the cutline

Remarks

People don't live on their land due to insecurity. This means development cannot take place

Low electricity connectivity to households

Remarks

Only a few people lack electricity installed at their homes



Remarks

A few sections of the road are impassable, this poses transport challenges for the community





HIGH

Poor access to drinking water

Remarks

Boreholes have been drilled in the area but piping works have not been done to enable citizens to access water.

Only one borehole is functional

Lack of maternity and a laboratory

Remarks

Women travel a long distance to access maternity delivery services.Patients are referred to Njoro Sub-County hospital or private laboratories in the area for diagnosis



Remarks

Youth remain idle for extended periods of time, which makes them vulnerable to drug and substance abuse

Location: Lusiru





Inaccessible Health Services

Remarks

People travel over 5 km to reach the nearest facility



HIGH

Inadequate teachers in Lusiru primary and Lusiru secondary schools

Remarks

Parents contribute to employ additional teachers



Remarks

Makes its easier for thugs to take advantage of the insecurity in the area by destroying citizen's properties

It compromises peace of those left at their farms at Kiugo village since they experience uprooting of their crops



Remarks

People in Michoru, Mutitu and Kona Nane have no access to drinking water as piping from borehole to these areas has not been done



Remarks

Farmers are forced to hire Boda Bodas during the harvesting period. This make it costly due to the poor status of the Kiugo road, the Bondeni-Mutumburu Road and Highland Road).



Remarks

It results to low harvest for farmers as they do not have enough knowledge to increase productivity in their farms

Location: Subuku





Poor access to clean water

Remarks

People have to walk for long distances to access the water points.

Water being sold is expensive for most of the residents.

Some of the water being used by households is unclean for domestic use.





Few electricity connections

Remarks

Many are forced to incur costs to buy kerosene that is unhealthy for their health

The cost of purchasing solar lamps can be very expensive to light a house Increased risk of fire outbreaks through use of candles and lamps.



Poor state of feeder roads **LOW**

Remarks

It causes difficulty in getting farm produce to the market Children find it hard to reach school.





Untapped tourism potential

Remarks

It contributes to the existing high unemployment levels in the area The area does not develop as the source of income is not tapped





Inadequate security lights

Remarks

It causes increased cases of criminal acts



Remarks

Many parents receive small amounts to cover the fees Many parents do not benefit from the bursary

Location: Kihingo





Lack of laboratory services

Remarks

Patients have to travel to the Njoro Sub county hospital to access the services It is expensive to seek these services from private facilities in the area





Lack of maternity services at night

Remarks

Women have to travel to the Njoro Sub County hospital to access the services

It is expensive to seek these services from private facilities in the area



Remarks

Localized in a few areas



Remarks

Some villages such as Wendani, Mwireri, Thayu and Kihonge are not connected.



Inadequate supply of medicine HIGH

Remarks

There is a high population being served within Kihingo areas and other areas.



Remarks

Contributes towards drug and substance abuse.



Remarks

Not all who apply can be funded





Insufficient clean, safe drinking water

Remarks

The boreholes use electricity and therefore increases the cost of buying water

Poor quality pipes are used to supply water and therefore are susceptible to breakage and leaking





Poor access feeder roads

Remarks

Not all areas are affected Some lack bridges for connecting from one point to the next Impassable during the rainy season



Lack of Vocational Training
Colleges (VTCs)
HIGH

Remarks

Trainees travel to Njoro which is costly





Prevalence of drug and other substance abuse

Remarks

So many idlers due to lack of employment opportunities





High prevalence of unemployment

Remarks

Lack of income-generating activities in the area

Lack of employment opportunities for those who are skilled



Year-on-Year Ward Development Priorities and Budget - 2023/24 to 2027/28

Proposed Project	Location	Source of Funds	Estimated Budget
Financial Year 24/25			
Construction of the main tank at Waruoru	Mugumoini	County	3 million
Piping from Storage tank to Kamwene	Mugumoini	County	3 million
Piping from Storage tank to Mutarakwa	Mugumoini	County	3 million
Piping from Storage tank to Kanyanyaini	Mugumoini	County	3 million
Piping from Storage tank to Kanyati	Mugumoini	County	3 million
Piping of water from Dispensary to Mutitu	Mugumoini	County	3 million
Piping from Storage tank to Wendani	Mugumoini	County	3 million
Grading and Murraming of Kiugu Road (2 km)	Lusiru Area	County	2.2 million
Installation of Culverts at Kiugu Road	Lusiru Area	County	1 million
Piping of water from Dispensary to Mutitu	Lusiru Area	County	1 Million
Piping of water from Subuku Borehole to Njoro Hill	Subuku Area	County	1.5 million

Proposed Project	Location	Source of Funds	Estimated Budget
Piping of water from Mutitu A to Rurii	Subuku Area	County	1.5 million
Grading and Murraming of Wambuthi road	Subuku Area	County	1 million
Solarization of the Kihingo Mutiume borehole	Kihingo Area	County	2 million
Solarization of the Jirani kioo borehole	Kihingo Area	County	1.5 million
Bursary	All four Areas	County	7 million
Financial Year 25/26			
Equipping the Laboratory at Mutarakwa	Mugumoini Area	County	1.2 million
Grading and Murraming of Highland Road from Lusiru Dispensary to Plots (1 km)	Lusiru Area	County	1 million
Piping of water from Lusiru to Highland (from bondeni via Gituamba 'B' to Mutumburu)	Lusiru Area	County	1 million
Solarization of the Lusiru Water Project	Lusiru Area	County	1.5 Million
Piping of water from Subuku Borehole to Katiba	Subuku Area	County	1.5 million
Piping of water from Mutitu A to Wendani	Subuku Area	County	1.5 million
Construction of toilets for Mutamaiyo and Njuguini ECDEs	Subuku Area	County	1.3 million
Upgrading of Pipes between Kihingo-mutiume	Kihingo Area	County	2 million
Grading and murraming of Kinene-Davison road (3 km)	Kihingo Area	County	3 million
Upgrading of Pipes between Kihingo-mutiume	Kihingo Area	County	2 million
Grading and murraming of Muingi-Mutirima (1 km)	Kihingo Area	County	1 million

Proposed Project	Location	Source of Funds	Estimated Budget
Renovation of Kihonge Stoo Mbili Storage Tanks	Kihingo Area	County	
Bursary	All four Areas	County	7 million
Financial Year 26/27			
Leveling and fencing of the playground at Matuiku	Mugumoini Area	County	1.5 million
Installation of a transformer at Kanyenyaini Village	Mugumoini Area	NGCDF	1.5 million
Grading and Murraming of Bondeni - Mauche Road	Lusiru Area	NGCDF	
Piping of water from Michorui to Kiugu and Kamwene	Lusiru Area	County	1 million
Grading and Murraming of Njogu wa Njoroge road	Subuku Area	County	1 million
Grading and Murraming of Wanjema road	Subuku Area	County	1 million
Construction of a drainage system at Kihingo center	Subuku Area	County	1.8 million
Grading and murraming of Mama Mukuria-Karika dam road (2 km)	Kihingo Area	County	2.2 million
Construction of the Mama Mukuria-Karika dam Bridge	Kihingo Area	County	4 million
Installation of culverts along the Mutiume - Lare Road	Kihingo Area	NGCDF	
Construction of the Mutukanio-Lare bridge	Kihingo Area	County	3 million
Construction of the Mutiume-Ananiah Bridge	Kihingo Area	County	5 million

Proposed Project	Location	Source of Funds	Estimated Budget
Construction of culverts along Muingi-Mutirima Road	Kihingo Area	County	1 million
Installation of culverts along Kioo ECDE-Kihonge ECDE to Heshima road	Kihingo Area	County	1 million
Piping of water from Storage Tank to Mwireri	Kihingo Area	County	1.2 million
Piping of water from Storage Tank to Munada	Kihingo Area	County	1.5 million
Bursary	All four Areas	County	7 million
Financial Year 27/28			
Piping of water from Subuku to Borehole V	Subuku Area	County	1.5 million
Installation of security masts at Munanda, Kasten, Genesis (njuguini) and Gathabai road	Subuku Area	County	3.2 million
Grading and Murraming of Mutamaiyo road	Subuku Area	County	1 million
Grading and Murraming of Wakanenderi to Mubibu road	Subuku Area	County	1 million
Grading and murraming of SDA-Cutline road (2.5 km)	Kihingo Area	County	2.6 million
Grading and murraming of Davison Primary-PAG Church (1.5 km)	Kihingo Area	County	1.2 million
Piping of water from Storage Tank to Kihonge	Kihingo Area	County	1 million
Piping of water from Storage Tank to Davision	Kihingo Area	County	1.2 million
Bursary	All four Areas	County	7 million

KIHINGO Community Strategic Plan



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