

VIWANDANI WARD

COMMUNITY STRATEGIC PLAN

2024 - 2027

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Abbreviations

CSP	-	Community Strategic Plan
CTL	-	Center for Transformational Leadership
USAID	-	United States Agency for International Development
ECDE	-	Early Childhood Development Education
ECESS	-	Kenya Electoral Conflicts Mitigation & Civic-Voter Education Support
MCA	-	Member of County Assembly
VTC	-	Vocational Training Center
NGCDF	-	National Government Constituency Development Fund
CGN	-	County Government of Nakuru

Acknowledgements

Center for Transformational Leadership (CTL) wishes to thank URAIA Trust and the Danish International Development Agency (DANIDA) for supporting the development of this Community Strategic Plan (CSP).

We appreciate the County Government of Nakuru for participating in the development of this plan. Special thanks go to Hon. Joseph Mwangi Muraya, Viwandani Ward Member of County Assembly (MCA) for supporting the process and making valuable inputs during community meetings.

We also thank the 30 community members drawn from four sub-locations that make up Viwandani 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 Civic Educator Mr. Benson Mwangi for mobilizing and facilitating conversation during the CSP development process.

We appreciate the CTL Team - 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.

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 involves citizens meeting prior to the public forums to identify and prioritize development needs in their localities. It also involves 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 fora is 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 citizens' developments are critical for citizens.



Bancy W. Kubutha
Executive Director— CTL

About CTL

Center for Transformational Leadership (CTL) is a local NGO based in Nakuru County and founded in 2008.

VISION:

A transformed society upholding the values of good governance.



MISSION:

Strengthen the capacity of individuals, communities, and organizations to effect positive transformation in 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



Citizen Report Cards



Budget Advocacy



Social Audits

Community Strategic Plans

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 Viwandani Ward in Naivasha Sub County. This 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 Viwandani Ward in Naivasha Sub County in Nakuru County.

WORD FROM AREA MCA

Public participation is at the core of making devolution work for the people. However, when it comes to the budget-making process, public participation has become emotive over the years due to varying priorities and resource limitations. Competing development needs and budget ceilings means that not all projects proposed by citizens would be funded.

Getting citizens to agree on project priorities has been a challenge because no one wants to cede the opportunity for the other. As a result, budget forums tend to be very confrontational as attendees pull in different directions. This hinders meaningful participation and makes it difficult to realize the objectives of budget hearings.

This Community Strategic Plan (CSP) helps to solve this problem. It gives Viwandani residents a long-term view of development for their Ward and lays out clear priorities for each financial year. As their Ward Representative in the County Assembly, I foresee a situation where our public participation forums will be more constructive and engaging to ensure that development responds to citizen needs.

Besides facilitating meaningful public participation for our Ward residents, this CSP makes my representation, oversight, and legislation work easier because I am aware of the needs that my people have prioritized.

Hon. Joseph Mwangi Muraya
Member of County Assembly,
Viwandani Ward.

I thank the team at CTL for supporting residents of Viwandani Ward to craft this CSP. I also acknowledge the Ward Residents and Ward Administrator who participated in its development for their time and effort in making this process a success. I am particularly appreciative of them for representing the views and needs of all Ward Residents to ensure equitable distribution of projects across the Ward.



WHY A 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

MEANINGFUL PARTICIPATION

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.



04

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.



05

MANAGING EXPECTATIONS

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.



Methodology

2024 - 2027 VIWANDANI WARD CSP

The Lakeview Ward CSP was implemented in a step-by-step format. The entire process was implemented over a month period as follows:

STEP 01

Entry Meeting with MCA and Ward Administrator

- This step involves holding introductory meetings with the 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

STEP 02

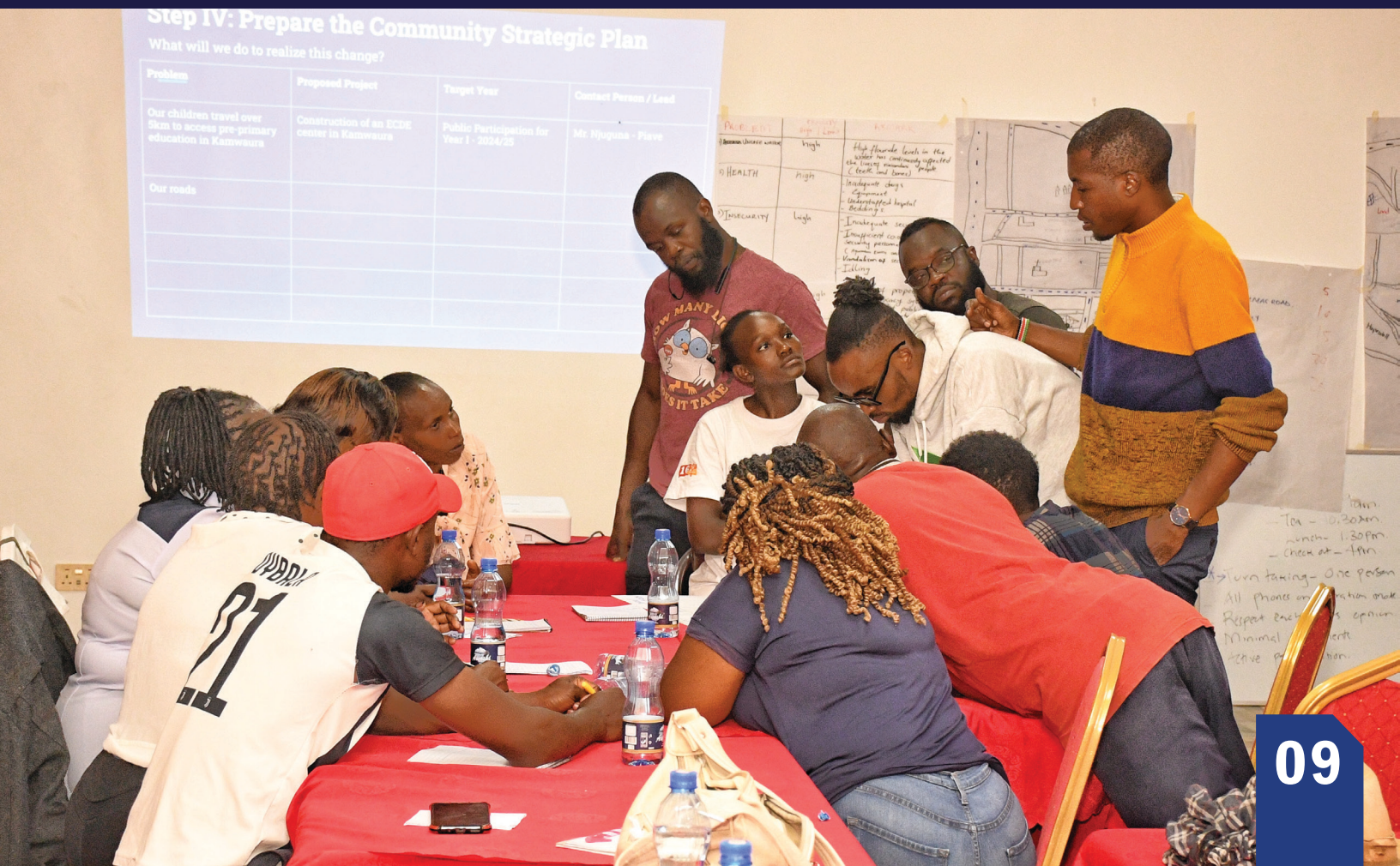
Identification and sensitization of community representatives

- 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, the importance of public participation, tools and avenues of public participation, and the county budget-making process.

Step IV: Prepare the Community Strategic Plan

What will we do to realize this change?

Problem	Proposed Project	Target Year	Contact Person / Lead
Our children travel over 5km to access pre-primary education in Kamwaura	Construction of an ECD center in Kamwaura	Public Participation for Year 1 - 2024/25	Mr. Nyuguna - Place
Our roads			



STEP 03

Review of Ward Development Projects

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

STEP 04

Prioritization of Development Needs

Involved in 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 wanted to be implemented over the next five years.

STEP 05

Resource Planning

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

STEP 06

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 man is standing at a podium with a microphone, gesturing towards the tables behind him. The tables are hand-drawn on paper and contain the following information:

Issue	Priority	Notes/Details
1. Bad roads	Low	Insecurity: Working closely with security personnel would help curb. Most of the roads are passable.
3. Youth Engagement in drugs	High	Engagement in drugs leads to idleness, insecurity & few productive people who become a burden to the community.
4. Poor Drainage Systems	High	Unclogging of drainage systems. Poor maintenance.
5. Inappropriate waste disposal	Low	Need to enforce waste disposal measures to curb inappropriate disposal.
6. Youth Unemployment	High	The youths have generally been a burden due to unemployment. We need to put in to service the available youth facilities to keep the youths busy. Some with the skills in the community.
7. Damaged Security lights	Low	Installation of additional lights. Proper management of security lights.
8. Communication disconnect	Low	To harness communication channels. Proper communication avenues should be set up. Civic education.

Issue	Priority	Notes/Details
1) BEVERAGES/UNSAFE WATER	High	High fluoride levels in the water has continuously affected the lives of viwandani people (teeth and bones).
2) HEALTH	High	Inadequate drugs. Equipment. Understaffed hospital. Beddings.
3) INSECURITY	High	Inadequate security lights. Insufficient co-ordination between security personnel/agencies (Nguni, Umkhonto and national police). Vandalism of security lights. Idling.
4) Grabbing of public land	High	Lack of proper lobbying and advocacy systems to protect public lands. Lack of security in public service.
5) WASTE	High	Irresponsible disposals. Inadequate among residents. Inefficient garbage collection by Environment department.
6) DRUG ABUSE	High	Lack of enough psycho-social facilities/support systems. Unregulated liquor/Jaba/Pharmacies.
7) EDUCATION		
8) Infrastructure		
9) Social Amenities/Safe spaces	High	Social amenities. Psycho-social services among.
10) Beautification and green spaces	High	

Budget Cycle & Citizen Participation Opportunities

Stages	What Happens	Role of Community
Formulation	- The county government commences the budget development process - The county consults stakeholders and captures their views for consideration	- 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 and submit memorandum
Approval	- This process is spearheaded by the County assembly budget and appropriation committee which comprises MCAs - 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.	- 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.
Implementation	- 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	- Request for approved budget estimates with projects for your area captured from the ward administrator or budget champions or download from the Government's website. - Monitor implementation of the projects or join the project management committees. - Consult the Ward Administrator or Area MCAs if
Audit	- 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 senators to conduct oversight.	- 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	Issue	Priority	Remarks
Kabati	High Insecurity	High	- Inadequate security lights - Vandalism of both private and public installations.
	Health	High	- Inadequate drugs in the health facilities - Inadequate staff and unoperational facilities.
	Unsafe water	High	High fluoride levels in the water has continuously affected the health of the people of Viwandani.
	Poor road infrastructure	High	Inadequate feeder roads and parking spaces
	Education	Low	Lack of enough funds to take children to schools due to harsh economic conditions
	Social amenities/ community safe spaces	Low	Inadequate social amenities continuously cause psycho-social constraints and the build-up of vices among Viwandani residents.
	Solid Waste	High	- Irresponsible waste disposal - Ignorance among residents
Sokoni	Drainage systems	High	- Clogged drainage system - There is no drainage system in county houses
	Poor road network	High	Most of the roads are impassable
	Youths' Engagement in Drugs	High	Engagement in drugs leads to idleness, insecurity, and low productive people who become a burden to the community.
	High youth unemployment	High	The youths have generally been a burden due to unemployment, there is need to put into service the available youth facilities to keep the youths busy
	Poor maintenance of security lights	High	Installation of additional lights.
	Poor waste disposal	Low	We need to enforce waste disposal measures to curb inappropriate disposal





FY 2024/25

Proposed Project	Location	Source of Funds	Estimated Budget (Kshs Million)
Equipping and operationalization of Hopewell Dispensary	Kanju	CGN	4.0 Million
Equipping of laboratory YMCA Kabati phase 2	Kabati	CGN	1.5 Million
Rehabilitation of site and service playground i.e Leveling, Fencing and installation of floodlights	Site	CGN	6.0 Million
Grading and Murraming of access roads in Viwandani	Viwandani	CGN	6.0 Million
Construction of Motorbike shades and purchase of motorbike umbrellas.	Viwandani	CGN	5.0 Million
Drainage works- Unclogging and construction of drainage in Kanju county houses	Viwandani	CGN	3.0 Million
Economic Empowerment Projects for youth, women and PWDS	Viwandani	CGN	2.0 Million
Modern kitchen and dining area across Viwandani 3 ECDE	Viwandani	CGN	7.0 Million
Installation and repairs of streetlights accross the ward	Viwandani	CGN	2.0 Million
Enhancement of Bursary	Viwandani	CGN	6.0 Million



FY 2025/26

Proposed Project	Location	Source of Funds	Estimated Budget (Kshs Million)
Modern kitchen and dining area across Viwandani 3 ECDE	Viwandani	CGN	7.0 Million
Economic Empowerment Projects for youth, women and PWDS	Viwandani	CGN	2.0 Million
Installation and repairs of streetlights accross the ward	Viwandani	CGN	2.0 Million
Enhancement of Bursary	Viwandani	CGN	6.0 Million
Artificial Turf for Site and service playground	Site	CGN	6.0 Million
Setting up Youth ICT Centre/ Digital Hub	Viwandani	CGN	8.0Million
Grading and Murraming of access roads in Viwandani	Viwandani	CGN	6.0 Million



FY 2026/27

Proposed Project	Location	Source of Funds	Estimated Budget (Kshs Million)
Grading and Murraming of access roads in Viwandani	Viwandani	CGN	6.0 Million
Economic Empowerment Projects for youth, women and PWDS	Viwandani	CGN	4.0 Million
Modern kitchen and dining area across Viwandani 3 ECDE	Viwandani	CGN	7.0 Million
Installation and repairs of streetlights accross the ward	Viwandani	CGN	2.0 Million
Enhancement of Bursary	Viwandani	CGN	6.0 Million
Artificial Turf for Site and service playground	Site	CGN	7.0 Million





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