



GUIDELINES

FOR THE ELECTIONS AND OPERATIONALIZATION OF THE

DEVELOPMENT COMMITTEES



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Acronyms

CRP- Community Resource Person

DC- Development Committees

CBO- Community Based Organization

FBO – Faith Based Organization

SDGs- Sustainable Development Goals

GRM- Grievance Redress Mechanism

FY- Financial Year

BoQ – Bill of Quantities

PWDs – People with Disabilities

CIDP – County Integrated Development Plan

PMCs – Project Management Committees

IEC – Information Education Communication

GBV- Gender Based Violence

PRA – Participatory Rural Appraisal

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1.0 INTRODUCTION

1.1 Overall Purpose of the Guidelines

The overall purpose of this guidelines is to provide a framework for elections and operationalization of development committee in the County. The guidelines provide the standing operating procedures of the elections of the development committees and offers the framework for the operationalization of the roles and responsibilities of the development committee units as articulated in the Public Participation policy,2021 and the Public Participation and Civic Education Bill,2023. Further, the guidelines are drawn from the key provisions of the law concerning public participation as described in the Constitution of Kenya (2010), Public Finance Management Act (2012), Urban and Cities Areas Act and as molded in the county's public participation model in the Makueni County Handbook of Public Participation.

The guidelines are enriched by best practices developed from the experiences of the first and second cycle of development committees 2015-2018 and 2019-2022 they are enriched by community experiences, lessons learned and benchmarks among developing countries that have fully entrenched participatory development for a stronger devolution and bottom up development initiatives, for example Participatory development framework in India, selected South African municipalities and port allegro municipality in Brazil.

The guidelines shall be used to guide establishment and operationalization of 3rd Cycle of development committees.

1.2 Definition of Terms

1.2.1 Elected Development Committee Member

These are elected community members who represent the public in the decision making processes from the Areas (as community resource persons), Clusters, Sub wards, wards to the County level.

1.2.2 Nominated/Coopted Development Committee Members

These are members of the communities representing special interest groups nominated to the development committees from the ward, Sub County and county levels.

1.2.3 Public Participation

This is an open, accountable and inclusive process through which individual citizens, community, interest groups, and other stakeholders can exchange views, make or influence the decisions that affect their lives.

1.2.4 Participatory Development

This means the process of bottom up development that envisions the communities at the center of the decision making processes whereas governments and development actors are facilitators. A self-governing County is one that the citizens are decision-makers while governments and non-state actors are just facilitators.

1.2.5 Sustainable Development

This is development practice that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. The Sustainable Development Goals (SDGs), are the universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. SDG 17 calls for partnerships and participation of the people as a critical component of growth and economic development. Participatory development provides for an approach to sustainable development through envisioning communities at the center of the decision making processes whereas governments and development actors are facilitators.

1.3 Classification of Personnel Terms during the Elections

- Public officer – is any person who is working for government on permanent, contract, internship or on voluntary basis, but not including a person who is paid on daily wage/casual terms.
- State officer – is a member who is elected, nominated or appointed to state/county agencies and organs.
- Area – the smallest administrative unit as established by the national government.
- Cluster – combination of more than one areas and the administrative level between Area and Village.
- Village – administrative unit provided in Part VI of the County Government Act 2012 also referred to as Sub Ward in Makueni County.
- Election presiding officer – a person designated by the Department incharge of Public Participation and Civic Education to preside over the elections of development committees.
- Taskforce – a Committee of members nominated by governor to with specific mandates on establishment and operationalization of development committees.

1.4 Units in the structure of public participation

The following development committees shall be established as highlighted in Chapter 4 of Public Participation Policy,2021 and Part IV, Section 15 of the Public Participation and Civic Education bill,2023 with representation of Youth, Persons with disabilities, Women and men, religious based organizations, Non-state actors, professional groups and older members of the society;

- a) Area development forum for a group of households;
- b) Cluster development committees for a group of Area units;
- c) Sub-ward development committees for every sub-ward;
- d) Ward development committees for every ward;
- e) Sub-county development committees for every sub-county;
- f) Urban Areas and Towns Development Committees;

- g) County development Committee; and
- h) Diaspora Development Committee

1.5 Objectives of the Development Committee Elections and Operationalization Guidelines

The overall objective of the Guidelines is to provide a framework for the elections and operationalization of development committees as provided for in the Makueni County Public Participation Policy, 2021 and the Public Participation and Civic Education Act, 2023

Specifically, the strategic objectives include:

- a) To provide the standing operating procedures for conducting the elections and operationalization of development committees;
- b) Establish the mechanisms for the phasing off, sensitization towards the elections, training and utilization of development committees;
- c) Institute the development committee’s mechanisms for effective participatory development; and
- d) Establish the communication strategy between development committees, community resource volunteers, stakeholders and communities for effective participatory development;

1.6 Legal Basis for the Establishment of Development Committee Units in Makueni County

S/No.	Article/Section	Main Concern
1.	Article 1: Sovereignty	All sovereign power belongs to the people of Kenya and may be exercised by them directly or through their elected representatives.
2.	Fourth Schedule Part 2	The functions and powers of the county governments are - 14. Ensuring and coordinating the participation of communities and locations in governance at the local level and assisting communities and locations to develop the administrative capacity for the effective exercise of the functions and powers and participation in governance at the local level.
3.	The Public Finance Management Act ,2012 – Section 207 – Public Participation	Establishment of structures, mechanisms, processes and procedures for participation.
4.	Article 174: Objects of Devolution	174(c) —To give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them. 174(d) —Empowers communities to manage their own affairs
5.	The County Government Act, 2012 – Section 91-Citizen Participation	The county government shall facilitate the establishment of structures for citizen participation.
6.	Article 10(2)(a): National Values and Principles of Governance	The national values and principles of governance include— Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people.

S/No.	Article/Section	Main Concern
7.	The County Government Act,2012 – Section 95-County Communication Framework	A County government shall establish mechanisms to facilitate public communication and access to information in the form of media with the widest public outreach in the county.
8.	Article 33: Freedom of Expression	Every person has the right to freedom of expression—the right to receive and impart information or ideas except for ideas that propagate war, violence, advocate hatred or constitute hate speech.
9.	Article 34: Freedom of Media	The state shall not control or interfere with public or dissemination of information or penalize persons for holding opinions or views.
10.	Article 35: Access to Information	35 (1) (a) —Every citizen has the right of access to information held by the State. 35(3) – The state shall publish and publicize important information
11.	Article 184: Urban Areas and Cities	184 (1) (c) —National legislation shall provide for the governance and management of urban areas and cities and shall, in particular, provide for participation by residents in the governance of urban areas and cities.
12.	Article 232: Values and Principles of Public Service	232 (1) (d) —The values and principles of public service include involvement of the people in the process of policymaking.
13.	Article 201: Principles of Public Finance	201 —The following principles shall guide all aspects of public finance in the Republic— (a) there shall be openness and accountability, including public participation in financial matters;
14.	Section 113 the County Government Act	People’s participation in plans, policies and frameworks for their wellbeing (Participatory Planning)
15.	Makueni County Public Participation Policy, 2021	Chapter 4 on Implementation framework highlights the establishment, functions and features of the Development committees
16.	Makueni County Public Participation and Civic Education Act,2023	PART IV: Establishment of Public Participation Structures

1.7 Principles of Development Committees Establishment

The elections and operationalization of development committees are based on the principles of volunteerism, participatory development and devolution as discussed below:

No.	Principle	Explanation
1.	Volunteerism	The service of development committees will be based on the principle of volunteerism that asserts that:

No.	Principle	Explanation
		<p>a) Elections or nomination to serve as a development committee member is on the basis of freely-expressed consent.</p> <p>b) Election/cooption to development committee shall not be carried out in expectation of any rewards, financial or material gain.</p> <p>c) Development committees are the legitimate-structural mechanisms for entrancing citizens' active participation in development for improved livelihoods, poverty eradication and wealth creation</p> <p>d) As volunteers, development committee shall be inspired by need to positively change communities, and guided by democratic, participation and the quest for a self-governing, self-propagating and self-sufficient community</p>
2.	Informed and enlightened citizenry	All informed citizenry will result into active and effective participation that lays strong foundations for strong devolution and sustainable development
3.	Inclusivity and eligibility	All including the majority, the minority, the marginalized , special interest groups among others and are eligible will participate in in the election of their representatives and in their own participation in decision making
3	Integrity	Elected and nominated development committees should observe the provisions of chapter six of Kenyan constitution 2010
4	Ownership and empowerment	Every citizen to own the process and results of public participation
5	Paradigm shift/change	Effective public participation is based on mindset change and willingness to adopt self-governance, sovereignty and transformational initiatives.
6	Development	The elections for development committees is for the purposes of ensuring development is reaching the people and devolution is working in Makueni.

2.0 RULES GOVERNING THE ELECTION OF DEVELOPMENT COMMITTEES

The section explains the expectations of the elections of the 3rd cycle of development committees. The elections and operationalization shall be based on the lessons learnt from the 1st and 2nd cycles of development committees and best practices in public participation in India (Panchayat Raj), South Africa –ward and district development committees as well as the port allegro model of Brazil on town/municipal participation of the people framework.

2.1 Civic Education as the Basis for Elections

The elections of the 3rd cycle of development committees shall be preceded by massive civic education to create awareness and mobilize communities to participate in the election process. This shall be demonstrated in the civic education manual for the FY2023/24 that targets creating knowledge among communities concerning the importance of participation, qualities of development committees sought, roles & responsibilities, the leadership and integrity expectations of the development committees.

2.2 Qualifications for Elected/Co-opted Development Committee Member

The communities are expected to elect development committee members that met the certain qualities. This is because a development committee is a leader, a champion of people centered development at the community level and a representative of community's interests who has been endowed with roles and responsibilities that bring about development of the community. Hence, the elected development committee members must meet the following minimum expected qualities:

No.	Quality	Explanation of Quality
1.	Honesty and integrity	A member must ensure that he /she is trustworthy to the community and to other leaders. Trust facilitates productive space for discussions towards a desired goal and once trust is diminished productivity is eliminated.
2.	Dedication and volunteerism	Community leadership is a voluntary role .Time spent on community service will create energy and dedication to ones roles if yields a desirable social change to both the committee member and the community.
3.	Interpersonal skills	The member should be able to interact with other members with ease. This leads to good communication and collaboration skills. Being able to negotiate, mediate, listen to others and articulate arguments and work with members.
4.	Competent	A member should be intelligent to take care of issues that may happen around him or the community. Intelligence should include high levels of emotional and social intelligence.
5.	Development Motivator	A member who inspires and includes others in his thought process, courses of action towards promotion of communities livelihood improvement.
6.	Visionary	The member should be able to think of the future and set sustainable goals and involve younger generations.
7.	Empathy	He /she should be able to imagine different viewpoints of the community members and understand their feelings.

No.	Quality	Explanation of Quality
8.	Learner	Development member should learn to listen from others, appreciating their input and changing courses of action
9.	Self-awareness	The member should have knowledge about his /her strengths and weaknesses in order to exploit his abilities as he seeks help from others on his/her weak areas
10.	Mobilizer	A good development committee member should be able to mobilise members for action with ease
11.	Resident	A development Committee member should be a resident of the Area and always available.
12.	Arbitrator	A development committee member should be a person who can solve conflicts in the communities

2.3 Eligibility of a Development Committee Member

The eligibility of development committee member shall be;

- a) A resident of the specific election area;
- b) Must be passionate and available to serve the community;
- c) Demonstrate leadership qualities including and not limited to championing development, community mobilization;
- d) Demonstrate understanding of the County Government’s agenda as captured in the manifesto and the CIDP III; and
- e) Must be of unquestionable character and person of high integrity.

2.4 Minimum requirements for a Community Resource Person

In addition to qualifications stipulated in **section 3.3** above, the Community Resource Persons must have the following;

- a) Be able to demonstrate professional skills;
- b) Be a skilled communicator; and
- c) Be a grassroots mobilizer and a community organizer.

2.5 Disqualification from being a Development Committee Member

A person may be disqualified from being elected as a development committee member if he/she is;

- a) state or public officer;
- b) non-resident of that specific election area;
- c) unsound mind;
- d) convicted of an offence whose sentence of imprisonment is of at least six months;

2.6 Term Limit

The development committee shall serve for a period of three (3) years which may be renewable for an extra term.

2.7 Election Threshold

The required minimum quorum for Area Community Resource Persons and cluster development committee to be conducted is that there should be representation of every Area (*ndua*). while in other levels shall be 75% of delegates. The notification for election activity should be for at least seven (7) days from date public notice on exit of current development committees was release.

2.8 Handling of Election Petitions and complaints

Any aggrieved party by the conduct of elections, he/she shall petition within fourteen (14) days to the respective county administration or presiding officer. The launch and determination of the complaint/petition shall be handled as per the Procedure for Removal of a Development Committee Member in 4.3 by the respective election team and the decision arrived at communicated to the complainant and the directorate of public participation and civic education. Any complaints can be reported via grievances@makueni.go.ke or to county administration offices.

2.9 Mobilization for Development Committee Elections

The mobilization of communities for the development committee election shall be done in a sequential manner from the Area, cluster, sub-ward, ward, sub-county, Urban Areas and towns, diaspora through to the county level. The county government shall utilize various communication strategies to mobilize and inform the communities on the dates and venues for the election program. The communication channels will include public notices, community opinion leaders, public barazas, Radio talk shows, social media, national and county government administrators, county staff, *nyumba kumi*, churches, and informal gatherings

2.10 Election Mode, Procedures and Sequence of Activities

The mode of election shall be through an integrated approach of a secret ballot and nomination of special categories for purposes of inclusion. The balloting process provides for special elective seats reserved **for PwDs** and **FBOs** for inclusivity from the cluster to the county. Additionally, from ward to county level there will seats reserved for representation of professional groups, local development partners and civil society organizations. These shall be nominated by the groups for appointment by the CEC member incharge of devolution. The nominating organizations or groups shall be required to provide proof a meeting held to nominate their representatives.

The prescribed elections forms shall be dully filled and signed in triplicate and the original copy submitted to the next level for verification and filling.

Any elections conducted and the forms are not dully signed, filled and original copy not submitted to the next level or lacks any of the above pre-conditions; that election/s is null and void.

2.10.1 Instruments of Elections

There shall be serialized forms that shall be used in the exercise of elections of development committee members. These instruments of development committee elections are classified as forms whose purpose is elaborated below:

No.	Instrument of Election/Form	Explanation
1.	ACRP 1A	Form for dully elected Area Community Resource Person.
2.	CDC 2A	Form for dully elected cluster development committee members.

3.	VDC 3A	Form for dully elected subward/village development committee members.
4.	WDC 4A	Form for dully elected and nominated ward development committee members.
5.	SCDC 5A	Form for dully elected and nominated sub county development committee members.
6.	CDC 6A	Form for dully elected and nominated county development committee members.

2.10.2 Sequence and Procedures of Elections

This sub section highlights the election sequence and the composition of each development committees at all levels. The committees shall ensure representation of the sectors and special groups below;

- a) Devolution
- b) Lands, Urban Planning&development, environment and climate change
- c) Water and sanitation
- d) Gender, Children, Youth, sports and social services
- e) Agriculture, irrigation, livestock, fisheries & cooperative development
- f) Infrastructure, transport, public works, housing and energy
- g) Health services
- h) Trade, marketing, industry, culture and tourism
- i) Special elected groups – PWD & FBO representative
- j) Special nominated groups – Professionals, local development organizations & Civil society organizations

NB: - Co -option to the development committees will be factored from ward to county levels.

2.10.2.1 Area Development Forum

There shall be 3828 Area Development Forums established will election of one (1) community resource person who will be elected Area/Ndua residents as follows:

- a) The elections of the Area shall be presided and coordinated by election officers appointed and trained by the directorate in charge of public participation and civic education
- b) Each Area shall elect one (1) community resource person through secret ballot.
- c) The duly elected community resource persons shall sign the prescribed form ARCP 1A.

2.10.2.2 Cluster Development Committee

There shall be 394 Cluster Development Committees established each consisting of twelve (12) members democratically elected, highlighted as follows:

- a) The elections of the cluster shall be presided and coordinated by election officers appointed and trained by the directorate.
- b) All dully elected Area Community Resource Persons shall convene to elect one (1) cluster community resource person through a secret ballot to the cluster development committee.

- c) The cluster community members from Areas/ndua forming the cluster shall elect eleven (11) cluster development committee members representing different county sectors who together with the cluster community resource person shall form cluster development committee.
- d) The duly elected members shall sign the prescribed form CDC 2A.

2.10.2.3 Sub Ward (Village) Development Committee

There shall be sixty (60) Village/Sub Ward Development Committees established each consisting of twelve (12) elected highlighted as follows:

- a) The elections of the sub ward shall be presided and coordinated by election officers appointed and trained by the directorate.
- b) All dully elected cluster Development Committee members forming a sub ward shall convene to elect 12 members among themselves through a secret ballot to the sub ward development committee.
- c) The twelve elected cluster community resource persons shall elect a sub ward resource person who will be the secretary to the sub ward development committee.
- d) The duly elected members shall sign the prescribed form VDC 3A.

NB- The community sector working groups shall be formed from the elected community representatives and coopted members with relevant expertise.

2.10.2.4 Ward Development Committee

There shall be Thirty (30) Ward Development Committees established. Each consisting of fifteen (15) members including 12 elected and 3 coopted from interest and marginalized groups, highlighted as follows:

- a) The elections of the ward shall be presided and coordinated by election officers appointed and trained by the directorate.
- b) All dully elected sub ward Development Committee members forming a ward shall convene to elect 12 members among themselves through a secret ballot to the ward development committee.
- c) The elected subward community resource persons shall elect a ward resource person who will be the secretary to the ward development committee.
- d) The committee shall co-opt 3 members from organized groups that include professionals, local development organizations and Civil Society Groups nominated by their groups and appointed by CECM incharge of public participation and civic education.
- e) The duly elected members shall sign the prescribed form WDC 4 A confirmed by ward administrator and the presiding officer.

2.10.2.5 Sub – County Development Committee

There shall be Six (6) Sub - County Development Committees established. Each consisting of fifteen (15) members including 12 elected and 3 coopted from interest and marginalized groups, highlighted as follows:

- a) The elections of the sub county shall be presided and coordinated by election officers appointed and trained by the directorate.
- b) All dully elected ward Development Committee members forming a sub county shall convene to elect 12 members among themselves through a secret ballot to the sub county development committee.

- c) The elected ward community resource persons shall elect a ward resource person who will be the secretary to the subcounty development committee.
- d) The committee shall co-opt 3 members from organized groups that include professionals, local development organizations and Civil Society Groups nominated by their groups and appointed by CECM incharge of public participation and civic education.
- e) The duly elected members shall sign the prescribed form SCDC 5A confirmed by sub county administrator and the presiding officer

2.10.2.6 County Development Committee

Therefore, there shall be one (1) County Development Committee established. The County Development committee shall consist of fifteen (15) members including 12 elected and 3 coopted from interest and marginalized groups, highlighted as follows:

- a. The elections of the county shall be presided and coordinated by election officers appointed and trained by the directorate.
- b. All dully elected Sub County Development Committee members forming the County shall convene to elect 12 members among themselves through a secret ballot to the county development committee.
- c. The elected subcounty community resource persons shall elect a county resource person who will be the secretary to the county development committee.
- d. The committee shall co-opt 3 members from organized groups that include professionals, local development organizations and Civil Society Groups nominated by their groups and appointed by CECM incharge of public participation and civic education.
- e. The duly elected members shall sign the prescribed form CDC 6 A confirmed by the presiding officer and chief officer incharge of public participation and civic education

2.11 Development Committees Election Stakeholders

The directorate shall engage the following stakeholders for effective coordination and management of the activity;

- a) County Executive Committee in charge of public participation – Provide overall policy direction during program implementation.
- b) Directorate of Public Participation and Civic Education – program facilitation, capacity building, management, implementation and reporting.
- c) Directorate of County Administration – program mobilization, coordination and supervision.
- d) The taskforce – Support the directorate to implement, monitor and evaluate the program
- e) The Community – Participate in the program implementation and create awareness.
- f) Directorate of public communication – create publicity through communication and advertisement of program work plan and program documentation.
- g) Election officials – preside over and supervise election at different levels.
- h) County treasury – Financial facilitation for program implementation.
- i) County Assembly – Legislate and oversight on development committees’ matters

3.0 OPERATIONALIZATION OF ESTABLISHED DEVELOPMENT COMMITTEES

This sections determines the parameters of operationalization of the development committees from the date of election to expiry. The section therefore focuses on the roles of each level of development committee, respective people's forum and reporting mechanism.

3.1 Roles and Responsibilities of the Respective Development Committees and Forums

The roles and responsibilities of development committees are;

3.1.1 Clusters Development Committees/Units

- (a) Represent the areas within their cluster in governance and decision making processes to enhance self-reliance and self-governance;
- (b) Identify and assess community needs;
- (c) Mobilize the communities for effective participation in county government programs and initiatives;
- (d) Collect data on community development initiatives; and
- (e) Strengthen cluster organizations, self-help groups and other actors.

3.1.2 Sub ward Development Committees/Units

- (a) Represent the clusters within the subward in governance and decision making processes;
- (b) Prioritize interventions, projects and programs;
- (c) Mobilize resources for subward development;
- (d) Plan, implement and manage subward driven development programs and initiatives for socio-economic transformation; and
- (e) Participate in vetting of county program beneficiaries.

3.1.3 Ward Development Committees/Units

- a) Represent the subwards within the ward in governance and decision making processes;
- b) Validate ward budgets, plans and investments;
- c) Manage community assets handed over by state and non-state actors; and
- d) Mobilize resources for ward development; and
- e) Provide oversight over project management committees and sustainability committees at the clusters levels;

3.1.5 Sub County Development Committee/Units

- a) Represent the town, urban areas and sub counties in governance and decision making processes
- b) Mobilize communities to participate in public participation and civic education programs

- c) Monitor implementation of policies and legislations at community level
- d) Promote sustainable urban areas and towns development
- e) Contribution to the Participatory Urban development policy
- f) Collaborate with state and non-state actors towards community Development.

3.1.6 County Development Committees

- (a) Represent the people of Makueni County in governance and decision making processes at county level;
- (b) Prioritize of county flagship interventions, projects and programs
- (c) Participate in validation of county budgets, plans and investments;
- (d) Collaborate and partner with state and non-state actors for resource mobilization;
- (e) Enhance community led partnerships, collaborations and resource mobilization;
- (f) Ensure equitable distribution of county resources; and
- (g) Monitor implementation of county plans, policies and legislations.

3.2 Replacement of Development Committee Members

If a member of the development committee violates Chapter Six of the Constitution of Kenya, 2010 on leadership and integrity, becomes inactive or contravenes other set laws governing development committees or community committees, the replacement should be guided by the guidelines on Election of Development Committees, 2022.

3.3 Procedure for Removal of a Development Committee Member

A member or a development committee shall be removed on grounds stipulated in 4.2 above or voluntarily resign.

Grievance Redress Committee (GRM) composed of respective ward administrator (chairperson), village administrators and ward development officer (secretary) shall follow the procedure below;

- a) Request for removal of a member or a development committee shall be reported, through writing with all relevant evidences attached, to the Village administrator who shall within 24 hours forward to the ward GRM secretary;
- b) The ward GRM chairperson shall convene a meeting within fourteen (14) days after receipt of the complaint to investigate and determine the matter and give the verdict to the complainant in writing;
- c) The ward GRM committee will have powers to summon the accused, the complainant and any person deemed to have relevant information regarding the matter;
- d) In case of dissatisfaction, the development committee member can appeal to the sub county GRM committee within fourteen (14) days;
- e) The Sub County GRM committee within fourteen (14) days shall investigate and determine the appeal and give their supreme verdict;
- f) If the accused is found guilty, he/she ceases to be a member of all development committees;
- g) If the verdict in (c) and (e) warrants a removal, the replacement should be undertaken within fourteen (14) days as per the Election of Development Committees guidelines.

3.4 Technical Officers as Role Models to Development Committees

All technical officers (departments of the County government, National government and Non-state actors) play a critical role in enhancing the quality of public participation. They enrich the participatory development process through the following roles and responsibilities;

- a) Providing technical inputs towards quality decisions informing county development
- b) Bill of Quantities interpretation and guidance for development committees and PMCs
- c) Designing the People's wishes into transformational programs and program based budgets
- d) Capacity building of development committees and project management committees and the project beneficiary communities
- e) Community development assistants shall assist in the day-day management of the cluster and areas including the implementation of community action plans.
- f) Provide Feasibility and viability inputs in project development
- g) Ensuring that projects meet specifications in terms of quality, time and cost
- h) Modelling servant leadership, development ethics and exemplary living among the development committees

4.0 ORGANIZATIONAL GROWTH AND IMPROVEMENT OF DEVELOPMENT COMMITTEES

The section determines the government's strategy for the growth and improvement of development committees from the period of elections to the phasing off after the term period. It provides the capacity building appliances, organizational growth mechanisms and regulations governing the development committees' establishment and operationalization. Each of the elements is discussed below;

- i. It is the responsibility of the County government to ensure development committees experience growth and development in capacities to deliver their communities from poverty, inequality and human predicaments.
- ii. Development committee members are volunteers that are not entitled to salaries; instead, they are community members who have a right to benefit from program activities that ensure collective and personal growth in the community.
- iii. Development committee members are entitled to self-development and transformation that generates multiplier effect among communities through developing in skills, leadership and talents towards becoming an expert in participatory development.

4.1 Principles of Development Committees' Growth and Development

The following principles should guide development committee's growth and development:

- a) Learning and personal development is an integral part of their engagement. Development committees should both learn and serve at the same time. The County government shall ensure training, skill development and learning in areas strategic to their service as well as evolution as change agents in the community;
- b) Development committees are Champions of self-governance and sovereignty of people – The county government shall invest in capacity building and piloting of sovereignty programs through the development committee in order to encourage animation and multiplier effect of sustainable livelihoods programs at the grassroots of the county;
- c) Development committees are champions of Mindset Change – they should recognize that the world around them is constantly changing, the constitution has endowed them with power to self-governance via devolution. They should be open to change and remain alert to new opportunities.
- d) Learning is ongoing – development committee's learning is continuous. They should be motivated by learning new skills and developing new talents.
- e) Focus on the Journey of devolution – there is a possibility of development committees modeling the story of devolution that works for them and through themselves.
- f) Development committees should know themselves, believe in themselves and follow their HEART to pursue their passion of volunteerism.

4.2 Stages of Development Committee's Growth and Development

Development committees emerge as elected community representatives but are expected in a period of three (3) years which is renewal to evolve into para-participatory development experts. This view holds the change management process of the development committees in a three-stage process: recruitment and training, growth and maturity and; graduation. Each of this stages of growth are highlighted below:

- 1. Recruitment and Training:** The development committees are recruited through elections and nominations by those they represent. Further after recruitment is the opportunity for training/induction course that introduces them to their roles, responsibilities and basic capacities for participatory development. This is aimed at creating the right competencies required to enhance participatory development at community level.
- 2. Growth and Maturity:** In this period, development committees serve at the same time acquire essential skills that can enhance their productivity within and outside the community. Program support components to development committees include a clear understanding of poverty, poverty eradication strategies, leadership training, networking and resource mobilization skills; design and management of development programs, community based planning, participatory budgeting and training in mainstreaming areas such as climate change mainstreaming, gender main streaming, sustainability planning and mainstreaming.
- 3. Graduation:** By the end of five years, a serving development committee is old enough to drive own community to development and can therefore jump off the conveyor belt. This stage serves two purposes.
 - First, it frees the development committee to lead own CBOs and related organizations as champions of their own development.
 - Secondly, it allows the County Government to take on board a new set of development committees who can then also learn and grow with the process thereby ensuring equity and sustainability.

4.3 Organizational growth of CRPs, Development Committees and the PMCs as a Participatory Development Self- Governing Organ

To effectively perform their duties, the county government shall invest in capacity building CRPs on conducting development committee meetings effectively. The CRPs should be organized in such a way that they can lead themselves without having to be supervised on a day to day basis by the County Government staff. The Resource persons will be the secretaries of the Development Committees. The County government officials shall support the CRPs develop their own rules and regulations which will govern their operation, coordination and leadership.

The project management committees are elected during inception of project implementation and are formed with representation of two (2) development committees per project. This forms the mechanisms for community based monitoring and evaluation of service delivery.

4.4 Motivation Strategies for Development Committee Members

The County Government has put in place various strategies for ensuring motivation for development committee members as tabulated below;

S/No.	Area of Motivation	Explanation
1.	Recognize their achievement	<ul style="list-style-type: none"> The County government shall motivate the development committees by recognizing their good work and achievements.
2.	Provide social recognition	<ul style="list-style-type: none"> Document the development committee units in the county website, social media and at the community resource centers
3.	Provision of (IEC), materials	<ul style="list-style-type: none"> The Government should provide printed information educational and communication materials e.g. T-shirts, tags, bags, stationary, notebooks, diary etc.
4.	Organizing retreats and benchmarking tours	<ul style="list-style-type: none"> The County Government should plan networking and exposure tours for development committees to gain skills and knowledge.
5.	Capacity building and educational workshops	<ul style="list-style-type: none"> The development committee members shall gain from trainings to acquire competence in community development issues e.g. Data Collection, Public Relations, GBV, Conflicts redress mechanisms etc.
6.	Involvement in county projects, events and programmes	<ul style="list-style-type: none"> The development committee members shall be involved in projects implementation, county events and functions.
7.	Personal development and economic growth	<ul style="list-style-type: none"> The development committees are animators of development and good governance at community level. They shall be trained in entrepreneurship towards wealth creation. Tetheka fund should be provided for them to access credit facilities and education towards self-growth to enable them meet the capacity of been models of households driven projects.
8.	Incentives for transport costs and refreshments.	<ul style="list-style-type: none"> In case of organized activity County Government shall incentive the development committee members through transport reimbursement, mobilization and refreshments.
9.	Certification and awards	<ul style="list-style-type: none"> The Government may provide certificates to the development committees as a way to recognize their role and contribution towards County development.
10.	Respect their time	<ul style="list-style-type: none"> Volunteers make themselves available for free, therefore, the investment in time and human resource ought to be respected for the best interest of both the County and development committees.
11.	Applauding them	<ul style="list-style-type: none"> Let development committees know the impact of their work has transformed the community. E.g. publishing in the website, mentioning them and recognizing their efforts.

		<ul style="list-style-type: none"> • Awards (e.g., plaques and certificates) --these can be county awards, or you might nominate your volunteers for other awards, such as those which are county or country competitions. • Celebrations, such as lunches or award dinners. • Gratitude. Don't forget to smile and say thank you--and say it often!
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4.5 Peer Review and Learning among Development Committees

There shall be established a county peer review mechanism framework that provides opportunities for development committees to learn from themselves and with the county government on the development outcomes, review and learning. This shall culminate into annual best practice conferences that lead to learning for both the county and her people. The annual best practice conference shall enable the sharing of experiences, challenges and lessons learnt during execution of their roles and responsibilities, this includes the roles of project management committees. Hence enabling them motivate each other, link them with county leadership and help the government in shaping the participatory development strategy. The department will also encourage development committees to voluntarily avail themselves whenever invited and feel free to share their experiences with other counties and donor organizations like World Bank, research institutions and other counties learning of the model. They shall also be participating in benchmarking tours in order to learn more on participatory development and advance bottom up development.

4.6 Capacity building for Development Committees

This capacity building will equip them with skills, knowledge and confidence and it will foster a sense of ownership and empowerment for sustainable development. Training shall also improve their efficiency and effectiveness when performing their mandates.

The development committees shall go through the following key course units for their effective functioning in the first financial year of their election:

No.	Course Unit	Course Content/Topics	Target level of development committee
1.	Induction Course	Introduction to Participatory Development Volume I <i>(Certificate Course for Newly elect development Committees-Makueni County, 2019)</i> -Terms, Introduction of participatory development - Participatory processes in Makueni County <ul style="list-style-type: none"> • Participatory planning, budgeting and Self-governance • Budget cycle and annual public participation plan • Participatory project management (role of Development committees) 	All elected and nominated development committees

No.	Course Unit	Course Content/Topics	Target level of development committee
		<ul style="list-style-type: none"> • Putting Participatory Budgeting in Practice: PRA, Participatory action planning/Community based action planning for poverty eradication & sustainable development <ul style="list-style-type: none"> - Community based planning Methods - Grievance Redress Mechanism • Understanding county planning documents (CIDP, Vision 2025) 	
2.	Course Unit 1	Breaking the cycle of Poverty through public participation <ul style="list-style-type: none"> • understanding of poverty in the context of Makeni • skills for community development • Leadership development for development committees • Project life cycle 	All development committees
3.	Course Unit 2	Community resource mobilization and program proposal writing	Ward development committees
4.	Course Unit 3	Urban development and management of smart growing towns and urban centers	Towns and urban development committees