

WEST GEM WARD

(SIAYA COUNTY)

Building Hope Together for Prosperity

DEVELOPMENT FRAMEWORK 2015-2019



WEST GEM WARD DEVELOPMENT FRAMEWORK 2015-2019

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2015
West Gem Ward
Development Framework 2015-2019
Siaya County

Wagai, Siaya

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West Gem Ward Development Framework 2015-2019 is a product of the Ward Development Committee of West Gem Ward, produced as a first step towards establishing a framework for implementing Ward Development Programmes and improving service delivery to the people of West Gem Ward.

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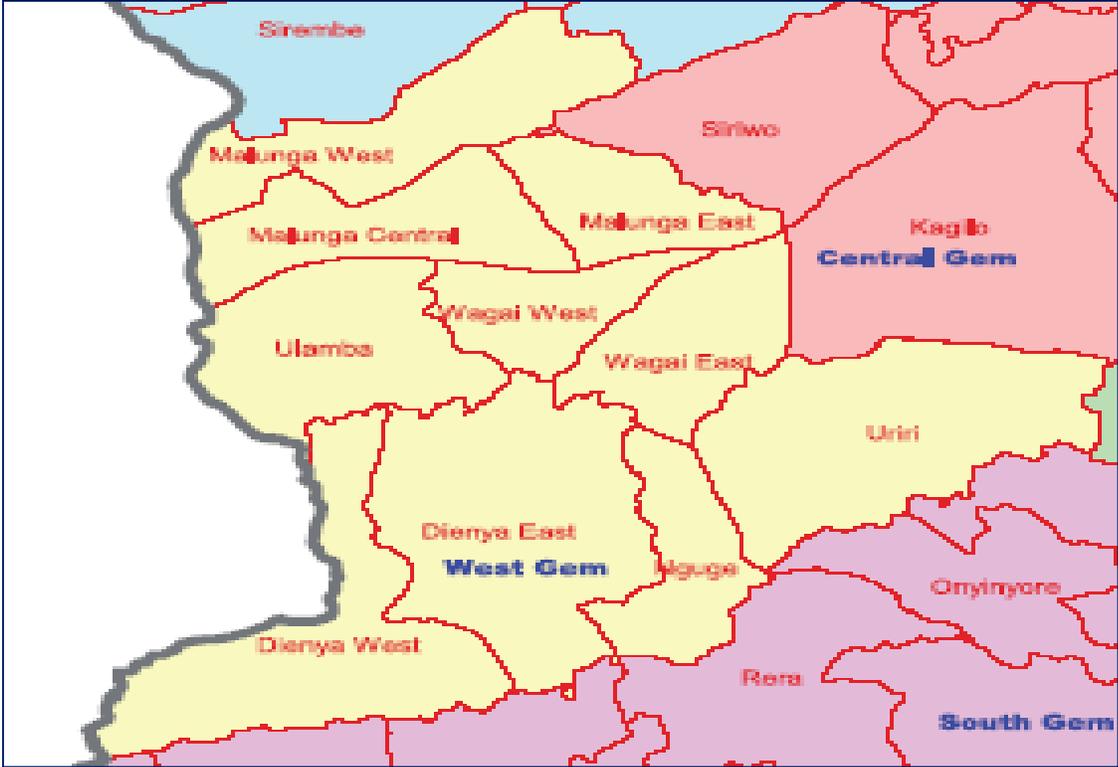
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Map of West Gem Ward, Siaya County



LIST OF ACRONYMS AND ABBREVIATIONS

AFDB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CD	communicable diseases
CDF	Constituency Development Fund
CIDP	county integrated development programme
CORD	Coalition for Reforms and Democracy
ECD	Early Childhood Development
ECDE	Early Childhood Development Centre
EFA	Education For all
EOI	Expression of Interest
FMCG	fast moving consumer goods
HVGS	
FORWAC	friends of rural women and children
FPE	Free Primary Education
GDP	Gross Domestic Product
GLUK	Great Lakes University of Kisumu
GOK	Government of Kenya
HIV	Human Immune Virus
ICAP	International Center for AIDS Care and Treatment Programs
ICT	Information Communication Technology
JOYWO	Joyful women organization
KEMRI	Kenya Medical Research Institute
KDHS	Kenya Demographic and Health Survey
KM	Kilometer
K-REP	Kenya Rural Enterprise Programme
KWAHO	Kenya Water for Health Organization
KWFT	Kenya Women Finance Trust
M&E	Monitoring and Evaluation
MCA	Member of County Assembly
MDG	Millennium Development Goals
MFI	Micro finance institutions
MP	Member of Parliament
NGO	Non Governmental Organization
ODM	Orange Democratic Movement
PTA	Parents Teachers' Association
RCAP	Rural partnerships for community advancement
SACCO	Savings and Credit Co-operative

SCC	Swedish cooperative centre
SDSO	Social development services officer
SHGS	Self help groups
SWAP	Safe water and Aids programme
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USA	United States of America
USAID	United States Agency for International Development
WHO	World Health Organization
WKCDDP	Western Kenya Community Driven Development Programme
YMCA	Young Men Christian Association

EXECUTIVE SUMMARY

The West Gem Ward Development Framework 2015-2019 represents the development aspirations of the people of West Gem Ward and it is informed with the vision of having food on the tables and money in the pockets of every household unit. The development of the Plan is a response to the request by the people to have a development map that enables common reference, a desire by the local professionals to be included in development planning and in response to the need to align Ward development with the Siaya County Integrated Development Plan 2015-2019.

This Strategic Plan presents the assessment of gaps in rural development practice and provides innovative alternative approaches to addressing the development needs of the people in West Gem Ward, Siaya County. It prioritizes Health, Education, Agriculture, Infrastructure, Enterprise Development, Environment, and Gender as cross cutting issues. It defines the main development challenges as institutional and systems failure across these areas. The consequences of these failures include poor health systems, falling quality of education, marginal agricultural production and poor agro-market infrastructure. Others are marginal engagement in enterprise development by a significant segment of productive population, inadequate supportive infrastructure to spur growth and development of other social enterprises and a host of issues relating to climate change such as environmental degradation etc.

This is the work of West Gem Ward Development Committee produced as a first step towards establishing a framework for implementing Ward Development Programmes and improving service delivery to the people of West Gem Ward. This development framework provides a unique opportunity to have a more structured interaction with the people of West Gem Ward, friends and development partners on strategies for scaling up development for our communities. It is a product of wide consultations and evidences a collective desire to have enough food on our tables and money in our pockets, so that we do not subscribe to the custom of begging for handouts. With support of the partners, friends, Siaya County administration and the national government, we can achieve better outcomes in our education, health, agriculture, infrastructure, and enterprise development and for our natural environment. In it, we envisage full implementation of our aspirations, including seeking collaborations with partners and sourcing for more resources from external partners to help us finance our ambitious programmes and projects.

The West Gem Development Framework 2015-19 is a significant departure from the functioning of the defunct Local Government to a more professional approach in mobilizing the people for development agenda. In accord with the spirit of devolution, the ward residents

must be involved in overseeing the strict implementation of ward development projects and a good leader must provide the basic framework for such monitoring the attendant processes.

This development framework apportions right indicators in the evaluation of development performance, providing targets for expanded outcomes for education, health, agriculture, and infrastructure and enterprise development. It also calls for more visibility of women and youths, more institutional partners and space for public private partnerships, factoring in the interest of Siaya County administration and other partners.

It has broadened the scope for our girls by expanding opportunities for girls education through better infrastructure development in the ECD centres, bursaries for girls and a number of support services aimed at improving their retention in schools. The Plan has also provided for improving maternal and pediatric health, as well as campaigning for greater male involvement in reproductive health programming.

This development framework prioritizes five thematic outcome areas i) Strengthening health systems to improve health service delivery, ii) Expanding opportunities as well as bridging system gaps to enhance greater access to quality basic education. Also, iii) Improving community livelihoods through enhanced smallholder agricultural productivity, market sourcing, and strengthening community resilience, iv) Promoting enterprise development with a focus on mobilizing for optimum participation of youths and women in sustainable microenterprises and v) Deepen the reach of development support infrastructure to points of highest potentials for spurring growth of other social enterprises.

An estimated Ksh. 497,177,000 shall be required over the next five-year period to achieve the above outcomes. This will include Ksh. 221,877,000 sourced from the County government through Ward allocations and Kshs. 279,300,000 to be mobilized from local and external development partners.

Foreword by Hon. Jared Abayo, MCA, West Gem Ward

It is my pleasure to place before the people of West Gem Ward this West Gem Development Framework 2015-2019. Since you bestowed on me the honour to be your representative in the County Assembly of Siaya through the 2013 plebiscite, I have not had the unique chance to meet you all in one place, because this would be impossible. I have however made efforts to meet most of you on one to one in different occasions for different purposes. This Development Framework provides such a unique opportunity to have more structured interaction with you, as a medium, which you shall easily access, and as a means for critical interrogation of our common aspirations to move from one-step to another in scaling the heights of development for our communities thus the clarion call: ***“One for All and All for One”***



Hon. Jared Abayo,
MCA, West Gem Ward

As an interactive medium, I will address the rich galaxy of West Gem professionals on three main areas. 1) That you continue with added vigour to participate in development initiatives in the Ward through volunteering professional services, opinion and helping in decision-making. 2) That you support the efforts at resource mobilization and the implementation of specific activities of interest; 3) and to expand the platform for sharing ideas, information, learning etc and making these accessible to the many more who may not be more accustomed. In short, continue being the ambassadors and mentors for development functions of the Ward.

With the advent of devolution in Kenya, there is an emerging new perspective of politics of development in Siaya County. The new way is that there is greater refocus on development needs of the people- that more grassroots communities are getting fast aware of their obligations to emerging democratic space. They want to take control of their social, political and economic destinies. They want a leadership, which personifies their vision of West Gem Ward Community that is healthy, food and income secure, self-aware and resilient beyond 2019. A leadership that rallies them to **building hopes together for posterity**

I have desired and committed to provide this leadership and you have entrusted me with the opportunity. This development framework is an outline of my planning for West Gem Ward. It is a plan, a thinking process that I have consulted on widely with you. It touches on basic realms of our social interests and conditions. It shows our collective desire to have enough food on our tables and money in our pockets. We must liberate ourselves by first believing that we can change our systems for the better- by working harder, smarter and remaining steadfast and committed to our goals and objectives.

With support of the partners, friends, Siaya County and the national government, we can achieve better outcomes in our education, health, agriculture, infrastructure, and enterprise development and for our natural environment.

This Development Framework therefore becomes a start-button for our programmes and projects. In it we have thought aloud, about founding an organizational framework that has the characteristics of a versatile personality that can fully implement our aspirations, including seeking collaborations with partners and sourcing for more resources from external partners to

help us finance our ambitious programmes and plans. This is a posterity measure, to backstop any unforeseeable change in Ward political leadership. There has been a strong need for aligning political leadership with development functions of public offices. System gaps may be uncommon, but my passionate desire is to provide for plug-ins that would allow development plans to move on irrespective of the bearer of public office.

The Constitution of Kenya 2010 did well to place control of our development in the hands of the people. Part of my mandate, as Member of County Assembly, is to oversee formulation of policies and legislation that support achievement of the needs of local people in West Gem Ward and Siaya County as a whole. The other is to facilitate and monitor the effective implementation of those policies and projects. I have invariably further delegated the latter to respective committees and individuals with interest, to help us find the best for our people through open interaction. It is my belief that this Strategic Plan is a conceptualization of your development aspirations, vision of shared good leadership role and a dream of a functioning Ward organizational development.

God bless West Gem Ward

**Hon. Jared Abayo, MCA
West Gem Ward**



New look at Local Governance by Hon. Jakoyo Midiwo MP, Gem

I want to start by saying that reading the West Gem Development Framework 2015-19, one sees a significant departure from the functioning of the defunct Local Government to a more professional approach in mobilizing the people for development agenda. Devolution brought in new perspectives in doing our traditional activities, so that providing such a platform for dialogue on West Gem Ward Development Framework marks a serious undertaking of our local leadership. This being the first of this kind of work, the West Gem Ward people and Ward leadership must earn my praise.

There are quite a number of devolved important functions, meaning the Ward residents must oversee their strict implementation and a good leader must provide the basic framework for such monitoring and evaluation. Indeed, I have personally had problems with the Siaya County leadership over the conduct of certain programmes and I must be feeling braver in my campaigns for better systems development, encouraged by such bold action of the people of West Gem. For meaningful development to take place, the people must be actively and effectively involved and anybody wanting to vie for any leadership position must present to the people his/plan vision for the people inform of a manifesto/development agenda.

This Development Framework is a result of consultations with the people through their location committees, community leaders and local professionals. It has borrowed a lot from expert advice of development professionals. It has been bold enough to share with the community the budgetary allocations for its projects. It has equally invited the people to take active roles in monitoring its implementation. I am confident that interested development partners shall find enough space to freely conduct business in West Gem and contribute in their own way to raising the financial capital needed to achieve the development objectives in health, education, agriculture, enterprise and infrastructure as well as our environment and natural resources. In the recent past, we have seen the huge contribution of the CDF towards developing West Gem ward in particular and the rest of Gem Constituency in general. This is support will continue as long as Gem CDF exists. I confirm that the CDF and other devolved funds within the constituency shall continue playing their roles as partners in development for the entire Gem Constituency including West Gem Ward. We shall review the key areas as mentioned in the Development Framework to benchmark our entry.

I wish to add my voice to calling upon all development partners with a stake in West Gem Ward including CDF to enlist this Development Framework as one of their reference materials while considering any development projects in West Gem so that we achieve an integrated development.

As practitioners, we must be willing to apportion right indicators in the evaluation of performance.

We need to know our express contribution to expanding outcomes for education, health, agriculture, and infrastructure and enterprise development. We must seek out more women and youth to participate, more institutional partners and above all, we must mobilize the interest of the Siaya County Government in supporting community development work through meaningful engagement. We must make corruption a bad enemy and be ready to point it out wherever and whenever it rears its ugly head. When we do that, we should not fear being branded, so long as we are clear in our minds that we are seeking a good course for all and not personal gains from communal resources. This is why I must reiterate my support for the West Gem Development Framework 2015-19 for seeking out all efforts of the Member of County Assembly for West Gem Ward Hon. Jared Abayo and his team of experts for this dream, this action and taking this direction

**Hon. Washington Jakoyo Midiwo,
MP, Gem Constituency**

**Youth and Women Participation in Enterprise Development by Hon. (Dr.)
Christine Ombala, Siaya County MP**



Having a deep passion for improving the general condition for women and supporting women in their numeracy to achieve their gender interests, I have keenly reviewed the West Gem Ward Development Framework 2015-2019 to identify the thematic gender concerns. I have found a lot. It is significant that girls enrolment in lower educational echelons balances, if not surpasses that of boys. It is also significant that on a keener look, girls performance in sciences and mathematics is fast improving and soon closing in on that of boys.

It is also important to me that universities are increasingly admitting girls for professional courses. It is very inspiring to hear women professionals and business ladies speaking literally, the same language as their men counterparts.

Women, thanks to the Affirmative Action taken by the makers of Kenya's New Constitution have got the numbers and are fast matching these with very articulate presentations in the County Assembly and both National Assembly and the Senate. West Gem Development Framework 2015-19 has broadened the scope for our girls by expanding opportunities for girls education through better infrastructure development in the ECD centres, bursaries for girls and a number of support services aimed at improving their retention in schools. The West Gem Ward Development Framework 2015-2019 has also provided for improving maternal and pediatric health, as well as campaigning for greater male involvement in reproductive health programming.

A number of maternity wings in various health facilities are up for construction, renovation, improvement and modernization. Through collaboration with partners, there is foreseen improvement in nurse training and public education and sensitization on prevention and management of communicable diseases including greater interest for involving men in HIV/AIDS prevention, care and treatment.

I am also glad that while increased household food productivity is an important vision of the West Gem Ward Development Framework 2015-2019, women's involvement in agricultural production is not intended to remain a static but new indicators are proposed to scale up visibility of women in terms of equity in ownership of means of production and not themselves as means of production. Proposals on adoption of agricultural technologies are geared towards reducing time budget for women so that more time could be allocated for other enterprises, including self education through women's organizations.

I have also noted with a smile that women make the bulk of membership of Self Help Organizations and those that do table banking or informal microfinancing. This West Gem Ward Development Framework 2015-2019 should ask, "why remain informal?" With great savings potential and ever growing loan disbursement portfolios, our hard working mothers, sisters, daughters and wives must get greater space to do what they know best: entrepreneurship.

With resilience to withstand vagaries of bad weather on their crops, abuse within households and institutionalised gender based violence, development infrastructure must provide for accessibility for the women and youth so that they may have new frontiers for scaling up from doorstep business to 24 hour business and formal procurement deals. I am encouraged by the efforts of women of West Gem Ward. They have made me proud because I see their faces in JOYWO and for being the 2nd best Ward out of 30 Wards in Siaya County. They are the face of active resource mobilization.

I promise to adopt this West Gem Ward Development Framework 2015-2019 and seek to find ways by which they can move to higher levels so that our indicators change from the amounts of savings and disbursements to frequency of returns and number of businesses successfully weaned off. I would like to see many other JOYWOs in Siaya County. And perhaps a federation of the same into a mighty financial instrument with capacity to extend reach beyond Gem, beyond Siaya and beyond the region.

In this regard, I wish to impress on the people of West Gem to join the existing local cooperatives and SACCOs in order to benefit from the forthcoming Affirmative Action and Development Support Fund.

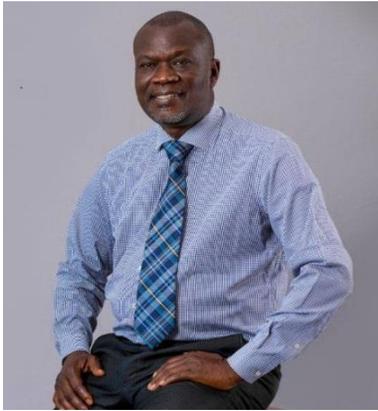
My belief is that we can achieve much more than these by implementing the West Gem Ward Development Framework 2015-2019 and supporting the aspirations envisaged in it.

This way, we can build hope together and eventually put enough food on the table and get some money in the pockets of youths and women.

There is no better way of reducing incidents of gender based violence among women than meaningfully empowering them economically.

There is no better way of removing youths from the clutches of alcohol and drugs than making them responsible citizens through creating for them fair spaces for high turn-over microenterprises.

**Hon. Dr. Christine Oduor-Ombaka,
MP, Siaya County**



Statement by H. E Cornel Amoth Rasanga, Siaya County Governor

The County Government of Siaya had set in her County Integrated Development Programme 2013-17 to address key strategic areas of programmes management and administration with an aim of improving service delivery to the citizens of Siaya County. As I look at the development themes of West Gem ward, I see the efforts at implementation of the CIDP in the West Gem ward development framework 2015-19. Similarly, as I intended that the annual status reports of the County to progressively put Siaya as a model County regionally through service excellence, the needs and aspirations of the West Gem ward development framework appear to pull the heat below the County by becoming a model ward within Siaya.

However, what shall remain a hallmark of success in these endeavors is whether the actions are in tandem with the planning so that ambitious development projections are made a reality through committing necessary resources and finances to facilitate effective implementation of the planned projects. As a County, we committed up to sh. 900 million and 1.05 billion for development in the 2014/15 and 2015/16 financial years respectively. This translated to sh. 65 million per ward. This input has been reflected in the West Gem development framework 2015-19 and was allocated across the thematic areas of education, health, agriculture, and infrastructure and entrepreneurship development. Some of the planned projects to which this money is meant to support are crosscutting such as sports, security, tourism, environment and gender concerns.

I have great hope that my administration shall progressively finance aspects of development identified in this framework to the extent of available resources while providing a seamless interface for access of national resources and services as enshrined in the Principles of Devolution. It is my commitment that my support for the aspirations of the people of West Ward in Siaya County shall override any political challenges that might be inherent to the governance and administration of the County and that service provision to the people shall be based on public consultations through the able County Assembly of Siaya. Hon. Jared Abayo, the MCA for West Ward is one among the faces of versatility of the Assembly and that is evident through his initiative in producing the first ward development strategy of its kind in the County and becoming a first one among the many wards in Kenya.

My attention has been trained on the desire for popular public participation envisioned in the West Gem development framework 2014-19. I would like to see this initiative cascade to other wards in Siaya County. Together our wards shall make the County a model County. Agriculture being the main source of livelihood in Siaya County is priority number one. It will provide raw materials to our industries, source of employment opportunities and income thus increasing savings and more importantly ensuring food security thus partly contributing to the increased economic growth of Siaya County (GDP of 10% - World Bank Report - Dec 2015). I am impressed that the ward has envisaged value addition of a number of agricultural products and the agricultural knowledge incubation (model school farm) programme in its development framework.

Education is one of key sectors devolved to the counties. In support of the West Gem development framework, I would like to highlight my commitment to improving educational outcomes through better financing and educational infrastructure development. To this end, the County government of Siaya set aside funds to build and equip modern ECDE centres and polytechnics and to provide bursaries to bright and need students in secondary schools, tertiary colleges and universities.

My government shall continue improving health service delivery. Health is a key priority of the West Ward. I notice that the strategy proposes to strengthen health systems through partnerships with development agencies. Better capacity for health service delivery, especially improved skills of the health personnel and public education on health issues are some of the intents of the programmes herein. Where necessary, as a County we may fall back on to this strategy to interrogate how best to achieve some of these objectives. The actions proposed herein shall benefit from my full commitment to making them a reality.

I also see that the plan has intentions to extend beyond the political calendar and provides for possible transitional leadership by establishing a sustainable framework for the conduct of development work within West Gem, Siaya and the country at large. This is the spirit of the Siaya County CIDP and is ably reflected in the West Gem Development Framework 2014-19 that I officially endorse.

Together we shall achieve for Siaya County

H.E. Excellency Cornel Rasanga Amoth,
Governor,
County government of Siaya

1.0 INTRODUCTION

This is the Strategic Development Plan for West Gem Ward for the period 2015 to 2019. It represents the development aspirations of the people of West Gem Ward and it is informed by the vision as provided by the political leadership of the Ward, of having food on the tables and money in the pockets of every household unit. The development of the Plan is a response to the request by the people of West Gem Ward to have a development roadmap that enables common reference, exhibits a shared vision and a desire by the local professionals to be included in development agenda. Additionally, it was also a response to the need to align West Gem Ward Development with the Siaya County Integrated Development Plan 2013-2017.

The MCA for West Gem facilitated the production of this Plan. It incorporates the contribution of local professionals and consultations with various groups and opinion leaders in the Ward. Many respondents gave information that was important for the preparation of the Plan. In-depth literature review helped in giving the Plan a global outlook and finally a lot of care was taken to give the Plan a unique outlook in terms of degree of addressing key issues that directly affected the constituents of West Gem Ward.

The Development Framework presents the assessment of gaps in rural development practice and provides innovative alternative approaches to addressing the development needs of the people in West Gem Ward, Siaya County. It is contextualized on the framework of social capital mobilization and private –public partnerships and approaches ward development agenda from the perspective of poverty reduction, improving food and income security, enhancing access to quality education, achieving better health and sustainable use of the environment and natural resources. These are some of the issues of key interest to the Siaya County Government as envisaged in the County Integrated Development Plan (CIDP 2014-19). The Siaya County CIDP outlined various development outcomes to be realized in the medium term, including improving the status of infrastructure: better road connectivity, ICT and improved environment for enterprise development.

Status of the social, physical and institutional infrastructure is very important as it provides the basis for implementing and use of any development projects. The wards, including West Gem Ward must therefore engage in various community owned and led activities whose outputs would cumulatively provide the desired outcomes at the County level. For West Gem Ward, this Development Framework provides the basis for achieving that goal.

In the course of engaging with the community partners through budget making public hearing meetings, information sharing forums etc, there emerged a need to have a development framework that was a result of active and informed public participation. This Development Framework is therefore a product of a series of public meetings and consultations with a cross section of community groups and professionals within West Gem Ward. In particular, it started with sub-location level consultations, which generated recommendations from all the ten sub-locations in West Ward. Of importance was the need to adopt Community Development Action Plans, which the Western Kenya Community Driven Development Programme (WKCDDP)

facilitated after intensive trainings with the community groups leading to the formation and registration of CBOs in 9 out of 10 sub-locations. These action plans provided priority lists of various sectors and flagship projects for implementation by development partners and the County government. These recommendations were further interrogated at the Professionals' Consultative Forum held at Ulamba Moving Mountains on 26th day of December 2014.

The forum had three key objectives: (a) to mobilize the local professionals to participate in development initiatives in the Ward through volunteering professional services, opinion and helping in decision-making. (b) Assist in resource mobilization and in implementation of specific activities of interest, (c) and to provide a platform for sharing ideas, information, learning etc for forging a common action plan for a Sustainable Development Strategy. The forum expected to come out with the following key outputs: (i) Participants' commitment to supporting West Gem Ward Development Initiatives (ii) Guidelines for the development of the Ward Strategic Development Action Plan 2015-2019 and (iii) A Strategy for Resource Mobilization for West Gem Ward Development Projects.

Output 1 was achieved with the members providing their names and contacts and agreeing to have common list-serve through which relevant information could be circulated and feedback sought on important development agenda. Output 2 was achieved through the participants' endorsement of five thematic areas as key development pillars to be pursued in the next five years and which would form the basis of the Ward Strategic Development Plan 2015-19. Finally, Output 3 was achieved through the meeting suggesting the formalization of a legal personality with a mandate to implement the aspirations of the Development Framework. On the latter, three options emerged: i) Registration of the professionals body, ii) Creation of Ward Development Trust Fund and iii) Strengthening the sub-location Development Committees by incorporating professionals into the membership

The County government provided herein a window of opportunity by Siaya County Assembly previously passing a bill establishing Ward Development Fund, which shall provide administrative and financing support to development initiatives at Ward level and may work through local partners as well as source for external resources. This may mean better working arrangements with local partners through the many opportunities of private-public partnerships for the betterment of the people of West Gem.

2.0 CONTEXTUAL ANALYSIS OF WEST GEM

West Gem Ward has a total area of approximately 74.8 Km² and comprises of the following sub-locations: Malunga West 7.6 Km², Malunga East 3.4 Km², Malunga Central 6.9 Km², Wagai West 3.1 Km², Wagai East 5.9 Km², Dienya West 12.2 Km², Uiri 10.6 Km², Nguge 5.7 Km², Ulamba 8.9 Km² and Dienya East 10.5 Km². It has a population of population 23,481 (11,193 males and 12,288 female) and total of 5,546 households. The projection of the population by 2015 stands at 26,002 (12,395 males and 13,608 females)¹.

2.1 Health

According to WHO (2006), Global Health Outcomes are very low especially in developing world, and inequities in health status are grave, courtesy of failure of health systems. While a lot of diseases are preventable and or curable with known and affordable technologies, getting drugs, vaccines, information and other forms of prevention, care or treatment – on time, reliably, in sufficient quantity and at reasonable cost – to those who need them is quite a huge problem. In Kenya as in other countries, the systems needed to do this are steadily collapsing, or are accessible only to particular groups in the population. Inadequate health systems inform the challenges of achieving the MDGs and Kenya's Vision 2030.

In the context of the Siaya County government with heightened budget constraints, the potential for improving health service delivery for the population remain a great challenge. The County as proclaimed in its CIDP aims at deliberately building progressive, responsive and sustainable technologically driven, evidence-based and client-centered health system for accelerated attainment of highest standard of health to all people of Siaya County. While the County health department posts very impressive indicators of achievement on maternal and child health, it appears no data is readily available to qualify success overall continuum of health systems strengthening. In fact, the challenges listed paint a picture of a huge gap to be bridged in order to effectively deliver on the mandate of promoting and participating in the provision of integrated and high quality curative, preventive and rehabilitative services that is equitable, responsive, accessible and accountable to all.

A **Health System** consists of all organizations, people and actions whose *primary intent* is to promote, restore or maintain health. This includes efforts to influence determinants of health as well as more direct health-improving activities. A health system is therefore more than the pyramid of publicly owned facilities that deliver personal health services. It includes, for example, a mother caring for a sick child at home; private providers; behaviour change programmes; vector-control campaigns; health insurance organizations; occupational health and safety legislation. It includes inter-sectoral action by health staff, for example, encouraging the ministry of education to promote female education, a well-known determinant of better health.

Source: World Health Organization, 2014

¹ Source: Kenya National Bureau of Statistics, 2009. However, the Bureau has not provided population data for West Gem disaggregated per sub location. The IEBC population data was based on the 2013 General Elections. There is no projection for 2019.

Health System Challenges: A Few Facts and Figures

- Large health inequalities persist: even within rich countries such as USA and Australia, life expectancy still varies across the population by over 20 years.
- Recent essential medicines surveys in 39 mainly low- and low-middle-income countries found that, while there was wide variation, average availability was 20% in the public sector, and 56% in the private sector.
- Each year, 100 million people are impoverished because of health spending.
- Extreme shortages of health workers exist in 57 countries; 36 of these are in Africa.
- In over 60 countries, less than a quarter of deaths are recorded by vital registration systems.
- An estimated 50% of medical equipment in developing countries is not used, either because of a lack of spare parts or maintenance, or because health workers do not know how to use it.

Source: WHO, 2015

The limitations of sector devolution and competing interest of County government in distribution of health infrastructure may only allow for marginal achievement of health outcomes. At Ward level this mandate spreads thinner and development of health infrastructure may not provide the expected huge impact, but this is a challenge, which the Ward administration would like to interrogate how best to take.

A visit to some of the health facilities in West Gem revealed important information relating to health systems development needs. More importantly, there are a number of key challenges:

- Inadequate infrastructure for service delivery,
- High HIV prevalence. Siaya County rate stands at 17% against the national average of 6.4%, (KHDS, 2013)
- High maternal mortality. Siaya County rate stands at 488/100,000 (ICAP, 2012)
- Inadequate funding to support planned rehabilitations and equipping of health facilities
- Inefficient supply chain management system
- Inadequate skilled human resources against higher demand for public health services,
- Poor application of health information systems (recording, storage, retrieval and reference)

Gaps and way forward:

- Supporting training of staff on relevant technical areas
- Supporting public participation in planning, monitoring and evaluation of service delivery, including tracking the supply and use of drugs and other medical inputs
- Putting in place a functioning referral system
- Improving management systems to maximize service coverage, quality and safety, and minimize waste through provision for autonomy, which can encourage innovation balanced by policy and programme consistency and accountability
- Improving infrastructure and logistics (buildings, equipment; utilities, waste management, transport and communication)

Figure 1: Situation of Health Service at two sampled Public Facilities in West Ward, August 2014

Facility	Popn	Monthly outpatient attendance						Monthly Antenatal/post natal attendance						Male involvement	Ref	Infrastructure	No. of patients on support
		JUL	AUG	SEP	OCT	NOV	DEC	JUL	AUG	SEP	OCT	NOV	DEC				
Uriri	3490 (GoK)	231	178	359	487	125	173	36	26	22	21	22	16	1/3	non	Poor	600 (active) 350 (dormant)
Dienya	6876	315	208	410	466	235	184	65	31	26	80	12	32	6/3	9	poor,	900 (active) 846 (dormant)
													Uriri		Dienya		
Average Distance to Health Facility (km)													No Data		No Data		
Doctor/Population Ratio													1:62,195		1:5,678		
Nurse/Population Ratio													1:2,538		1:1,431		
Infant Mortality													111 per 1,000 live births		49 per 1,000 live births		
Under-five Mortality													167 per 1,000 live births		73 per 1,000 live births		
Skilled Attendant at Delivery													52%		44%		

Note:²

- 1) Most patients can be handled locally. Referrals are mainly due to inadequate maternity kits
- 2) No night service, supply of essential medicines and drugs and other non-medical inputs not based on local needs.
- 3) Gem CDF has allocated some money for construction of staff house.
- 4) Delivery kits inadequate, maternity room not standard-ablution outside the maternity.
- 5) Water: no tank, buying water from untreated water from vendors
- 6) Gloves- too few, low quality, Drugs: not given on the basis of catchment of facility and perhaps based on some fraudulent way

² Source: Interviews with health facility staff in Uriri, Apuoyo and Dienya (2015)

2.2 Education

Competing interests in the national government is constraining a move towards complete devolution of education functions with the challenge of bearing the burden of cost pulling on one side and the desire to hold the political administration of the function on the other. However, policy direction remains in the hands of the national government while there is a tendency towards ceding the management of educational facilities and institutions including management of educational service providers in the hands of the County governments. The Siaya County Government Department for Education anticipated complete devolution of functions and therefore outlined in its CIDP 2014-18 a Vision and Mission, which could be realized only if the County relied on the national government for financing, policy, and infrastructural development.

Siaya County Education Department:

Vision: Globally competitive education training, research and innovation, which preserves the rich culture of the people of Siaya and nurtures talents for socio-economic development

Mission: To provide, promote and coordinate quality education and training, integration of science and technology and innovation in sustainable socio-economic development process, with focus on youth empowerment, preservation of African culture and nurturing of talents and sports for a globally competitive and prosperous Kenya.

This Development Framework is premised on pursuit of three main outcomes in the education priority area: (i) Improved access, (ii) Sustaining provision of quality education (iii) and orientation of education research towards addressing key challenges facing the people. The Ward mandate on education as emanating from the Siaya County CIDP includes provision of Early Childhood Development Education (ECDE). Capacity building for improving the delivery of ECDE is one of the key priorities of the West Gem Ward and shall be addressed in this Development Framework through a raft of proposals, based on the challenges as identified by the respective communities through their Action Plans.

Some of the challenges in the education sector include inadequate management skills among responsible institutions, inadequate staff that are remunerated by respective BOMs, inadequate funding for ECDE infrastructural development and high teacher- pupil ratio. This plan proposes a number of solution approaches including supporting electricity connection to the ECDE centres, training of school management Committees/PTAs and other

Thanks to increased Education Financing Through devolved funds and support by development partners, we have moved from the Slate through the Blackboard toWards Power Point Presentations in ultra modern theaters but our Standard 6 pupils may still fail tests for Standard Five pupils. How can we best translate superlative education infrastructure into similarly sterling performance?

partners in management of Early Childhood Education Development needs as well as employing ECDE Instructors.

Other than ECDE, the Ward administration also prioritizes supporting bright but needy students to access secondary school education through provision of bursaries.

The County government provides funds to support improved access to school through the Wards, which identifies the needy students, conducts vetting and awards bursaries based on need situation.

In 2014, West Ward bursary beneficiaries were 200, with over Kshs. 1,000,000 awarded. In addition over 500 students benefited from the Kshs. 2.4 million that was raised by West Gem Education Support Programme (a Ward registered CBO that supports education initiatives) in February 2014 at Nyagondo sec school. According to the report released on the performance of the Bursary Programme by Hon. Jared Abayo, MCA West Gem Ward at public meetings in November 2014, up to Ksh. 2.5m was available in 2015. The Ward representative has also looked beyond school infrastructure and equipment to consider capacity building for teachers through negotiating opportunity for further training to be provided through partnership with the Great Lakes University of Kisumu (GLUK). The number of applicants for the university programme is rapidly increasing. Most of them are teachers. JAWABU Africa (an NGO founded by lecturers of GLUK has also rolled out a mentorship programme in secondary schools in West Gem and will be extending the same into the primary section during the life of this plan

This Development Plan is expected to buttress educational achievements beyond the confines of County limits in educational involvement. Indeed, this Plan envisages exploring opportunities for public-private partnerships and mobilization of professionals to further improve outcomes in terms of better educational financing, institutional development, infrastructural improvement and better linkage of educational and training resources through social re-engineering so as to effectively address emerging community education challenges. The national government has improved education service over the years. There is increased educational infrastructure financing aimed at improving on resource mobilization, allocation and quality service through teacher deployment and training, including curriculum management.

Thanks to the innovative programmes such as FPE and subsidized secondary school education and support by development partners, schools infrastructure development has had remarkable indicators, increased enrolment, and retention and transition rates across the levels of education. Of significant is the progressive increase in the number of women moving up the educational ladder, signifying an important gender educational results. However, transition through mainstream educational institutions is hampered as we move upwards because opportunities get fewer and fewer, especially for professional training.

A great number of young people who may not get the opportunities for higher education must be absorbed within colleges and polytechnics to offer them important skills for career development. polytechnics has been devolved at the county level but suffer serious challenges of financing, appeal for learners and with poor remuneration of instructors, these opportunities which should fill the gap between skills and labour gets ignored. This development framework lays emphases on

provision of youths with life skills, trades and entrepreneurship capacities through polytechnics to give youths a wider horizon for addressing unemployment and income security. Going forward, this strategy hopes to improve on this line through putting up more polytechnics and advocating for enrolment of more youths in the existing facilities.

Figure 2: West Gem Ward Educational Outcome Analysis: Enrolment and Performance, 2013-2014

	Centres	Students			Teacher			Pupil/Teacher Ratio	
		M	F	Total	M	F	Total	2014	2015
ECD	30	1533	2157	3690	1	59	60	40:1	53:1
Primary Schools	23	3077	4973	8050	113	186	299	42:1	52:1
Secondary schools	8	2194	1493	3687	43	29	72	31:1	31:1
Polytechnics	2	28	9	37*	0	0	0	0	0
University	0	0	17	42*	0	0	0	0	0
Total	62			15506					

Source: Sub County Education Office, Wagai (2015)

The Ward Development Framework has used the following indicators for evaluating positive outcomes in the Education Sector:

- No. of schools (Primary, Secondary, ECD and Tertiary Institutions)
- Enrolment levels
- Min. population per school catchment area of 3km radius
- Status of infrastructure development (access, availability of teaching and learning materials, social support/ provision for child rights protection within community space
- Performance of school management committees
- Academic performance, attrition, transition and completion rates

Achievement of success in education as priority area will be measured in terms of best fit of good infrastructure development, effectiveness of support to children with disabilities to access learning opportunities including addressing issues relating to conditions of living at home which may compromise learners' achievement of good educational/academic results. These may involve engaging partners to provide community and partner education in areas of child rights, responsibilities and social protection; financing construction of, and or equipping existing centres for children with disabilities and hiring, sustaining training and motivation of regular and Special Education Teachers.

Free Primary Education (FPE) has been viewed as a step towards achieving Universal Basic Education and as part of scaling up poverty reduction. After the Jomtien Conference on Education for All (EFA) in 1990, it was understood that by making primary education free it would include children from poor families. Provision of free education means waiving or subsidizing direct costs such as general fees, examination fees, salary top-ups, textbooks, materials, uniform, feeding, transportation, sports and culture with institutionalized response to indirect costs such as the opportunity cost of labour at home or work.

An integrated development approach envisaged in this plan is intended to provide for some way of managing direct costs of schooling at household level so that families could send their children to primary school. While much of this responsibility is born by the national government, there have been progressive achievements of positive outcomes including increased access, especially from the poorer quartiles of the population; and increased provision of textbooks, classrooms, and teachers. Unforeseen outcomes include a possible push-out effect of overcrowding on disabled and weaker pupils particularly girls and falling survival rates.

There is urgent need to address the concurrent challenges of increased access and demand for quality. The top priority is to extend continuation of FPE to the poorest, most marginalized populations, and to the most remote areas. According to (RCAP 2010), Household surveys in parts of Nguge and Dienya Sub Locations in West Gem Ward show that school costs remain a problem for the very poor. High dropout and poor completion rates need to be addressed, and improving quality throughout remains a major challenge. RCAP Surveys conducted in partnership with APhiAPLUS Western under its Social Determinants of Health in Alego (Boro) and Rarieda (Mahaya Zone) in 2012 have found a variety of reasons for high dropout rates including school costs, the need for household labour, pregnancy or early marriage, disability or illness, or a lack of interest in attending school. These issues may uniformly apply for West Gem. HIV/AIDS is the biggest challenge (short- to medium) term because its impact is felt across sectors.

High prevalence of HIV/AIDS is affecting the efficiency and the supply of teachers, rapidly increasing the number of orphans, affecting girls in particular, and it has financial impacts. Improved planning and administrative and managerial efficiency are needed to ensure that educational outcomes are sustained and that children affected by HIV/AIDS are not lost to education. In this regard, the two orphanages (Ulamba Moving Mountains and Bar Katado) will require structured support in terms of infrastructural development and social support to take care of the many orphans and vulnerable children in West Gem.

This is an area, which calls for greater partnerships with service providers, and partnership development is at the heart of this Development Framework.

2.3 Agriculture

Agriculture remains the mainstay of the people in West Gem especially that the area does not have a versatile formal employment and service industry. Better agricultural performance has the potential for transforming peoples' livelihoods to ensure food and income security. Food security would be a function of improved productivity of the sector while better market orientation and value chain approaches may provide a modicum of income security. This Development Framework anticipates a concerted effort in pursuit of these two outcomes in consonance with the Siaya County objectives 2 and 3 of the County Ministry of Agriculture.

The Millennium Project in Bar Sauri in 2006, the recent entry of One Acre Fund Project in 2014 in West Gem and the initiatives of other partners such as Techno-Serve and Western Kenya Community Driven Development Programme in parts of West and Central Gem have proved that we can effectively build our food and income security through modern agriculture. However, in the rural areas, ill-bottled milk costs much more than hi-tech bottled mineral water of same quantity. Is there a problem with our resilience, our values, markets or lack of essential social investment in agricultural enterprise? What can we do to sustain demonstrated best practices in agriculture?

Agriculture in West Gem Ward is smallholder; rain fed mixed cropping intended for household food basket. Production is low and prone to the vagaries of weather and erratic climatic patterns. With the competing interest of income generation, food product prices double as means of much needed cash diminish and with poor prices for raw produce (without value addition), households persist in cyclical poverty.

.... The mandate of the Ministry of Agriculture (Siaya County) is to promote and facilitate production of food and agricultural raw materials for food security and incomes; advance agro-based industries and agricultural exports; and enhance sustainable use of land resources as a basis for agricultural enterprises.

Sector Objectives include:

2. Promote market and product development by adopting a value chain approach.
3. Facilitate increased productivity and agricultural output through improved extension, advisory support services and technology application

One-Acre Fund, a regional farmers support programme introduced a One Acre Fund Farm Package for smallholder producers that ropes in use of advanced agricultural technologies, social enterprise marketing and community contracting which has had significant impacts on agribusiness practice. During the 2015 long rains season, they provided loans in form of farm inputs worth 7.7 million to over 200 farmers in West Gem Ward. Previously, the Millennium Villages Project in Bar Sauri and later in parts of West Gem introduced similar package with equally good results. Household food produce in Wagai East and Uriri has increased from less than 2bags of maize in 2011 to at least 4 bags in 2014 (One Acre fund, 2014). Consequently, market price for dry maize stagnated at Ksh. 60 in 2013-14 period against the projection of Ksh. 80 as was in 2010.

The Millennium Villages Project model did not enjoy repeat actions by farmers because there was little ownership by the households consequently; returns dipped significantly a year after end of the project. On the other hand, the One Acre Fund model appears to excite people although the rate of enrollment of new farmers is lower. However, this trend is fast improving across all the 10 sub-locations through intense sensitization and capacity building their technical team.

Of importance however is that the models had positive impacts on improving agricultural productivity and it is imperative that the West Gem Ward Development Framework identifies the best practices in the models for adoption and build a strategy for revitalizing agricultural activity focused on modern production technology, value addition and market sourcing. With documented yield gaps and a lack of knowledge among small and marginal farmers, it should be possible to develop innovative, farmer-centric, knowledge-intensive soil, water, nutrient and crop management options. Such agronomic options are implemented through community participation and a holistic approach. This should involve conservation, upgrading and utilization of natural endowments such as land, water, plant, animal and human resources in a harmonious and integrated manner with low-cost, simple, effective and replicable technology.

2.4 Infrastructure

Infrastructural and institutional arrangements are more often than not deficient at the local level where most people who need them live. Access to quality services informs the achievement of the Millennium Development Goals (MDGs) and preserving the fundamental Human Rights. There is clear evidence to show that poor people in many developing countries are still facing negative consequences of weak development outcomes (World Bank, 2003; 2004). Infrastructural approach to development remains a vital instrument to reach and assist poor communities in the developing countries³.

Infrastructural facilities refer to those basic services without which primary, secondary and tertiary productive activities cannot function. In its wider sense, infrastructural facilities embrace all public services such as education, public health, transportation, communication and water supply (Thwala, 2010).

Infrastructural facilities can be classified into: physical infrastructure such as roads, water, irrigation, rural electrification; social infrastructure include health, education, sports, community centres, fire and security services; and institutional infrastructure such as cooperatives, community based organizations, financial institutions and agricultural research facilities. Rural infrastructure plays a crucial role in poverty reduction, economic growth and empowerment for the rural poor. The Siaya County CIDP prioritizes rural Electrification programme and Construction, rehabilitation and Maintenance of rural roads.

West Gem Ward is coming from a background of having no roads to connect various population centres and has in the last one year embarked on construction of new earth roads. In 2014, over 30km of roads have been opened with numerous culverts built on various sections to ease mobility. More roads need to be done and already constructed ones require regular maintenance service. There have been incidences of resistance from some quarters over land ownership but these have been amicably resolved.

Road construction has encouraged sprouting of very good homes in the rural settings, positively changing the image of the villages and attracting further electricity connection deeper to the people.

In one of the series of the *Yalio tendeka* Programme on Radio Citizen, Waweru Mburu says, "... when you visit your rural home and suffer a car breakdown due to the poor status of the road the next visit you come in a 4x4 pothole buster..." and enjoy your Christmas in the belief you have solved a major problem. What strategies can we adopt to come up with more sustainable solutions to similar problems of infrastructure?

The Ward intends to take advantage of the national government's project of extending electricity to all primary and secondary schools in Kenya to enhance connectivity to even a wider populace. There are a number of challenges relating to infrastructure development. Access to clean safe water is still a problem, with over 52% of the Ward population relying on natural untreated

³ United Nations , 2005

sources at a minimum of 1 km away. Development partners such as KWAHO, SWAP and UNICEF have rolled out projects aimed at improving safety of water at natural sources by placing chlorine dispensers at the sources and sensitizing the communities on use of water treatment. Some water purifiers have been distributed to community members through social marketing with serious campaigns for proper hygiene and sanitation.

Through partnerships with community groups, UNICEF, CDF and the AFDB have severally initiated water projects aimed at improving access to safe water. The projects have involved drilling boreholes, laying plumbing works and distribution of water through water kiosks managed by community groups.

The UNICEF Water Project in Ulamba Sub Location for example targeted to reach at least 3,000 households. The target has not been reached due to the user fee introduced, in competition with free access to untreated water at natural sources. The AFDB funded project through Mariwa Self-Help Group in Dienya East is yet to be commissioned for use owing to some technical hitches in the contracting and procurement arrangements. The North Gem Development Programme with funds from the Dorcas Aid International has sunk at least 4 boreholes in West Gem in Ulamba, Uriri, Kotoo and Karuwa. CDF has also drilled boreholes at Wagai Dispensary and Apuoyo Sec schools in addition to the water springs protection and shallow wells that have been done by the County government. Similarly, the newly constructed main water system from Yala (Ndanu Falls) to Siaya and Bondo towns pass through West Gem Ward. Consequently, the Ward intends to extend the water line to various parts of the Ward. Feasibility study is ongoing with the view to setting up a water reservoir tank at Nguge Hills to serve the whole of West Gem Ward.

There is visible interest among the development partners to pursue the agenda for improved access to water and this need the support of the Ward administration and leadership in terms of building stronger partnerships and creating enabling environment for participation of different actors. This is the spirit anticipated in this Development Framework. These projects have the potential to take water closer to at least 6,000 residents, thereby further reducing distances covered by households to access water. This will be of greater significance to women and children and we are destined to see more time saved by women for other productive engagements and a further reduction in gender gap in handling of household livelihood needs. At a meeting with community groups in Malunga East on 8 December 2014, the local MCA was challenged by one of the progressive farmer enrolled with One Acre Fund to facilitate the construction of a grain store in West Gem. This was informed by the fact that following the entry in agricultural enterprise by partners, production has gone up calling for long-term storage needs. People would like to store their produce for longer period for better prices and future use. However, the number of farmers with high production is low, limiting the scale for such an enterprise.

Farmer cooperatives may come in handy in managing issues to do with market sourcing and better bargains for producer prices. There are only a few organized SACCOs/ Co-operatives limiting farmers from acquiring better prices for their produce and benefiting from the government services. Most farmers are compelled to sell their produce at a throw away price due to limited/lack of storage facilities. As a response to this, the Ward has registered Gem Rahuma Cereal Farmers Cooperative that could manage such a grain store. Over the past 10 years, there has been significant mobilization of village savings and loaning schemes. The Swedish Cooperative Centre /VI-Agro-forestry (SCC-VI) is one of the organizations on the frontline for mobilizing people to engage in table banking.

Figure 3: Summary of Group Table Banking Performance in West Gem Ward 2013/14

Details	2013	2014
No. of registered Groups	694 (active 413)	704 (active 422)
Membership	13,880 (11,323F, 2557M)	14,080 (11,553F, 2,527M)
Annual Shares/savings	123,900,000	126,600,000
Annual Loan portfolio	2,065,000	2,110,000
Repayment rate	76.6%	83.4%
Default rates	23.4%	16.6%
Average Monthly interest rates	10%	10%

Source: Primary interviews with the Sub County SDCSO, Nyangweso (February, 2015)

Note:

- a) There are multiple memberships in most groups (an individual is a member of more than one group), so that the total membership does not reflect the outreach to a significant segment of the population.
- b) The above figures are not relating to shares/savings the groups have with registered commercial MFIs such as KWFT, FAULU, K-REP, JOYWO, etc

The government in the recent past introduced some specialized funds in an effort to boost credit access to micro entrepreneurs through UWEZO Funds, Youth Enterprise Fund, Women Enterprise Fund and the newly created Affirmative and Development Support Fund etc. Similarly, private actors have also rolled out specialized funds aimed at providing start-up capital for investments such as the USAID, UNDP, etc. Access to these funds has been limited due to nature of information about them, apprehension among community members, internal failures of the funds management and lack of effective campaigns by the proponents. High poverty level and negative attitudes have affected negatively on the borrowing of funds. Cases of loan diversion and multiple borrowing are on the increase hence; some level of default is seen with commercial MFIs.

2.5 Enterprise Development

Micro Enterprise projects aim at improving livelihoods through facilitated income and social development activities. Facilitation is through provision of capital through a social distribution approach and creating enabling environment through legislation.

Micro-enterprise is an important vehicle by which low-income persons can escape poverty. Initially, limited skills and education were the sole push factors to micro-enterprise. Then it was lack of formal employment for the educated and trained which forced the survival instincts.

Highest level of education	Male	Female	Total	%
None	250	1451	1701	11.12
Primary incomplete	3210	4605	7815	51.10
Primary complete	1184	1754	2938	19.21
Secondary complete	731	924	1655	10.82
Secondary incomplete	519	360	879	5.75
Occupation	Male	Female	Total	%
Farmer	2156	3792	5948	39.18
Fishermen	13	1	14	0.09
Professional/managerial	228	177	405	2.67
Small business	242	1571	1813	11.94
Business owner	182	151	333	2.19
Skilled labour	395	215	610	4.02
Unskilled labour	525	153	678	4.47
Unemployed	468	1301	1769	11.65
Student	1811	1524	3335	21.97
Home maker/housewife	0	277	277	1.82

Demographics 3 and 2 on the right show instructive features of youth, which determine their engagement in socio-economic production

The above demographics are adapted from KEMRI/CDC HIV Sub Study in HDSS for Gem Health and Demographic Surveillance Area, 2014. The percentages can be used to project the number of youths to be targeted with specialized micro enterprise interventions with packages that suit their individual characteristics.

The Ward Strategy however hopes, as envisaged in this Plan to design strategies in line with the Siaya County Strategy, focusing on:

- a) Providing enabling environment for incubation and conducting a range of micro-enterprises by the youth including appropriate County Assembly legislation, flagship product-location identification and provision of incentives such as 30% allocation of tenders to the youth and persons with disabilities
- b) Mobilization for specific market sourcing
- c) Training for capacity building in life skills and business management
- d) Facilitating access to startup capital through development of appropriate partnerships

Young graduates form the bulk of unemployed youths and a high poverty index. Non-graduate youths form the bulk of the self-employed and skilled labour with significant income turnover.

With critical focus on women and youth's involvement and emerging distribution of social enterprises through credit marketing and small business incubation methodologies, which other gaps need urgent backstopping?

Now a desire to explore the many opportunities in innovation, technology, art, passion and liberty are some of the factors that make people opt for engagement in micro enterprises. The ground has shifted tremendously and better skills and education are needed more than ever to compete in the more liberal market of micro-enterprise. This is why more opportunities appear to be available only in information, communication and technology sector. In addition, the application of innovation based on these factors onto mainstream enterprises such as banking, training, commerce, transport management, security surveillance etc.

The County government has also prioritized micro-enterprise investment, especially for the youth. This is because of their positive characteristics: small level of capitalization; initiated and managed by a household or few individuals; self-employment (owner is manager and worker); simple technology and equipment; utilization of local resources/raw materials; transactions are often informal (no written agreement, based on personal contacts) and ease of entry.

2.6 Security

While at the national level, escalating number of incidences of actors of terrorism are a standing threat to security of persons and property, the county level must not sleep with a belief that they enjoy some level of immunity. This is because any physical barriers do not confine terrorists. This is the fallacy of the Kenya- Somalia wall. County governments must act in consonance with national security arrangements to deter any threats of insecurity whether by known terrorists or by criminals within. While we cannot rule out a threat of security attacks in the magnitude of terrorism within Siaya County or in West Gem Ward, a rise in acts of violence and criminality is a wakeup call for the county government to re-think its safety measures. In the last 6 months there have been incidences of isolated breaches of peace where people have been attacked in their homes and property destroyed. Much of security breaches are never reported to the police. Many cases that require arbitration by the County Commissioner through the local Assistant Chiefs and Chiefs escalate to serious threats because of poor capacity in conflict arbitration. Sometimes the should-be arbiters are accomplices in crime or issues of conflict are too complex for them to handle.

The bottom line is that communities must be involved in security matters through clear-cut systems and structures. The concept of community policing is important, its practice though has not yielded optimum results due to various lapses: capacity, equipment, information transmission, mobility and lethargy on the part of victims, perpetrators and security agencies. Security docket under the presidency was not devolved and the two levels of government may have a number of issues out of consonance between them. However, a strict partnership between them is critical and must be actively pursued in order to have a smooth running of security arrangements. While government agencies are doing their part in consultations between the counties and national government on key security issues, at Ward level we must embrace community policing and expand its definition beyond the rhetoric of public involvement. This involvement must be active, effective and efficient.

This development framework endears itself to pursuing a secure environment for investment, living and property development in West Gem Ward. It defines insecurity as prevalence of acts of violence and criminality aimed at harming persons or property and breaching peaceful co-existence in the community. It hopes to make an analysis of common crimes and acts of violence with an aim of getting to their historical causes and finally uprooting the basis of crime. This strategy anticipated conflicts over property ownership or use.

2.7 Gender, Sports, Security and Environment

A rapidly growing population, high population density, water scarcity, falling food and fisheries production, and environmental degradation characterize West Gem Ward, as it does in the greater Siaya County. The combined effects of climate change and rapid population growth are increasing food insecurity, environmental degradation, and poverty levels in the County. Unemployment is skewed against women and their engagement in social reproductive activities ensures that a greater percentage of the population suffers marginal incomes and raising dependency.

Dependency is a critical indicator of poverty according to UNDP (Kenya/ Human Development Index 2011). High dependency portends a threat to exploitation of the scarce natural resources and raises consumer prices thereby complicating life for the poor who subsist mainly from extractive activities. Destruction of forests and wetlands and resultant biodiversity loss are key environmental challenges. Over-dependence on wood fuels, and decreasing forest cover impact negatively on ecosystems and food security. The linkage between population dynamics, environment and climate change requires integrated policy and program responses to addressing these emerging challenges.

This Development Framework aims at providing a framework for integrating development planning to offer best mix of outcomes in gender, environment and population dynamics through:

- Mainstreaming population issues within the other development sectors, including public health, education, environment and climate change
- Securing financial resources from the County government, development partners, and non-governmental sources to fund programs that integrate gender, environment/climate change, and development
- Prioritizing meeting women's and their partners' needs for family planning to help improve health outcomes for women, children and households
- Support for investments in public health, education and empowerment of women and girls while sustaining the gains already made for men and boys in other socio-economic spheres.

3.0 PREVIOUS EFFORTS AND RESULTS

In the last few years therefore, the West Gem Ward has achieved a number of milestones. These include construction of new rural access roads (approx 30km) and grading the Ngiya-Ulamba-Awang'tar-Siongor Road, equipping of local health facilities and improving maternity wings at Dienya Health Centre and Wagai and Uiri dispensaries. Others are construction of 3 ECDE centres (Ginga, Ober and Pala), installation of security floodlights in market centres (Apuoyo Market 2, and Nyagondo 3), provision of bursaries to 200 students (amounting to Ksh. 2,500,000), reclamation of Ng'iya Market back to West Gem Ward and construction of Wagai Resource Centre. Additionally, achievements include digging of two shallow wells at Pala (Uiri) and Malunga and repairing a water spring at Kokelo (Ulamba) completion of a hall at Bar Katado orphanage, construction of 3 public latrines (in Malunga, Dienya and Apuoyo Markets centres), construction of Nguge polytechnic and refurbishment of twin staff houses at Dienya health centre. Finally, mobilization of over 50 local professionals and registration of West Gem Professional Association, 60 Community Health Volunteers in every village, Ward development committee & 10 sub-location development committees and over 100 registered community groups in supporting the Ward Development Agenda.

In addition, the MCA has mobilized various institutions to take keener interest in the development agenda of the Ward such as the Great Lakes University, which has provided opportunities for local teachers and interested persons to pursue graduate, diploma and certificate courses. The supportive social environment has also attracted the participation of more development partners such as Western Kenya Community Driven Development & Flood Mitigation Project, YMCA Siaya, Ugunja Community Resource Centre, Nehemiah Restoration, FORWAK, One Acre Fund, KAPAP, Technoserve, SCC-VI Agro-forestry SWAP, ICAP of Columbia, KWAHO, the CDC-KEMRI, incoming Feed the Future (USAID) programme and a number of devolved units of government funds.

4.0 THE SWOT ANALYSIS OF WEST GEM

Despite the numerous weaknesses and threats to West Gem Ward, there exist a number of strengths and opportunities that the leadership and the people can build on to achieve the desired objectives in this development framework. On the one hand, the weaknesses and threats identified so far offer entry points for West Gem Ward to put in place strategic directions to address them.

Figure 4: West Gem SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> - Availability of local interest groups such as professionals willing to support Ward development agenda that eventually provide soft resources for reshaping the design of development action planning, financing and supervision. - Functional physical infrastructure for facilitating development projects such as the recent new rural access roads constructed / opened under the supervision of the Ward Development committee - An informal review of traffic on the roads reveals that there is quite low usage in a number of the roads, especially on ones connecting low population centres. - Scenic views and other natural endowments provide good grounds for developing tourism sector and opening alternative income sources for rural communities such as commercial sweet potato and fruit production. - Demonstrated willingness of stakeholders to support development initiatives is an element of strength⁴. - Availability of technical expertise within the expansive professional resource base in the Ward: West Ward has a large pool of professionals in different areas of expertise⁵. - Effective public engagements and consultations on development issues as facilitated by the local MCA 	<ul style="list-style-type: none"> - The untapped and underexplored vast land with fair agronomic and ecological conditions that can facilitate economic production in horticulture and forestry resources. - such as horticulture, forestry and related - Inadequate awareness, interest and poorly developed market for the exploration of horticulture and forestry resources. - Inadequate human resource capacity at the Ward Development Secretariat - Inadequate budgetary allocation for programmes administration functions - Ineffective systems for monitoring and evaluation of service delivery at both programmes and administration levels - Inadequate civic education on the role of the citizens as provided in the constitution on issues of governance and devolution - High levels of illiteracy in the Ward

⁴ Stakeholders including at least 60 professionals from West Ward, over 100 registered women group organizations, over 60 Community Health Volunteers & local primary schools and health facilities fraternities have reiterated their commitment to supporting West Ward development plan during the various consultative meetings held in the process of preparing this plan.

⁵ There are teachers, medics, pharmacists, lecturers, consultants in various areas, etc, who have shown commitment to supporting West Ward development agenda through contributing their skills, time and money for the success of this Development Framework.

<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> - Profiling the various interest groups within the Ward and take keener interest especially in the dissenting quarters who also serve to provide monitoring of the Ward activities for compliance - Public engagement to exploit resources such as ballast production in parts of Uiri facilitated by the new rural roads. - Create awareness among the west community to develop interest and develop market for horticulture and forestry resources. - Mobilize adequate interest among the people as well as investments to improve the commercial sweet potato and fruit production industry. - The existence of a huge number of development actors operating within the Ward and Gem sub-county: West Gem Ward provides a market <i>niche</i> for a number of development organizations⁶. - Supportive Goodwill of Siaya County Government - Supportive legislative framework that validates Ward development within the general development plan of the county government - High potential for resource mobilization and county budget allocations for Ward development - High potential for mobilization of external resources for supporting Ward development programme - The Siaya County government legislation which has provided Ward Development Fund.⁷ 	<ul style="list-style-type: none"> - Late payments to contractors by the county government thus inhibiting the implementation of the various projects budgeted for Ward - Competing political interests that may jeopardize implementation of development projects - Non-implementation of some of the projects since FY2013/14 - Non-engagement of the Village Administrators who form part of the critical devolution structure as envisaged in the County Government Act - National development policies with a high potential for impeding local development initiatives such as framework for funds transfer to counties - Inadequate institutional preparedness to mitigate impacts of natural disasters and early detection, control and management of other insecurities

⁶ These organizations have had a tremendous contribution towards developing West Gem Ward. Their support have included provision of employment opportunities for locals (at least 244) within the current projects in West Gem; investment of over Kshs. 7.8m in health systems strengthening; investment of over Kshs. 3.6m in Malaria, HIV and TB research; and mobilizing over Ksh. 126,600,000 in group savings and loans through table banking programme. Other agencies have provided education support services such as bursaries, school feeding programme and school infrastructure development. Other than county government and CDF bursaries, at least 46 students in secondary schools got scholarships from Equity, KCB, FORWAC, West Gem Education Support Programme (WEGESUP) and other external organizations to access quality secondary education in 2015.

4.1 Political significance

Efforts to arrive at this Development Framework meant mobilizing the participation of various development actors and members of the public as individuals and groups and had to stride beyond political party boundaries for inclusive development action. However, this Development Framework envisions a development action that is all-inclusive and largely attempts to remain nearly non-political. The context of the Development Framework mirrors aspirations of the people of West Gem and is crosscutting in the development manifestoes of ODM/CORD. Consequently, the Implementation strategy of this plan is a function of the unique characteristics of the West Ward political leadership and the character of the Development Plan.

4.2 Environmental Implications

The theme of sustainable use of the environmental resources runs through this Development Framework. In terms of implementation, this framework anchors environmental conservation, protection and management in the development discourse through systematic public engagement, through integration with other key development programmes and through involvement of children and youths in school through environment clubs.

4.3 Sociological Issues

This Development Framework is an inclusive development application tool. It incorporates the diversity of interests through a process of public consultations. The design of the plan subsumes fair management of social dynamics, especially placing emphasis on integration of gender, sports, security environment and human rights. It adopts a results-based approach and defines results in terms of the totality of positive impact on social life and livelihoods of households and communities in West Gem Ward.

⁷ The Siaya County Assembly passed a resolution allowing for the creation of Ward development fund, which shall oversee among other functions the transfer of funds from the county treasury towards funding the development projects at Ward level. This shall also allow the Wards to mobilize for external funds to bridge the funding gaps for Ward projects.

4.4 Role of Technology

The process of preparing this Development Framework relied on use of information and communication technology. The draft version was shared widely and as many views and opinions were incorporated. The final document shall remain accessible to interested parties

through formal communication platforms and social media. ICT shall ensure that new learning shall

A 40 years old mother is wheeled to the local health facility in her last trimester at 1.00pm only to deliver a healthy baby at the doorsteps of the maternity wing. She later suffers postpartum complications but without necessary prophylactics is brought back to her house for traditional attendance. How can we best improve public health service delivery?

continue informing its design by updating our strategy with relevant best practices.

This Development Framework also envisaged the role of technology in spurring development in the Ward. On its part, it has emphasized improving communication through better roads infrastructure, improved data transmission through supporting fiber optics facility and facilitation of construction of improved communication transmission terminals. The plan also lays adequate stress on youth access to basic computer skills through supporting training in ICT at the proposed Wagai Resource Centre. This Development Framework puts technology at the heart of development programmes.

Figure 5: West Gem Ward development framework implementation matrix: 2016-2019

Priority Outcome	Expected Outcomes	Proposed Actions	Location/Sub location	Expected Outputs	Performance indicators
Ward Administration & Operations	1.0 Institutionalized Ward development functions including improved secretariat capacity	Recruitment and maintenance of staff	Office	Improved staff and secretariat capacity	Quality of performance of the staff and the secretariat
		Operations: telephone, internet, mailing, rent and utilities	Ward Office	Improved communication/ feedback mechanism	Quality of operations that facilitates timely delivery of communication
		Purchase and maintenance of equipment: motorcycles, printers, copiers and computers etc	Ward Office	Improved communication/ feedback mechanism	Levels of efficiency in the public health education
		Establishment of Ward Development Trust Fund	Ward Office	Improved resource mobilization and implementation of Ward development programmes	A fully operational trust fund
		Establishment of a private Public Partnership Protocol	Ward Office	Increased number of functional private sector partnerships	Number of functional private sector partnerships
		Construction of Ward Office and Wagai Multi-Media Resource and Learning Centre	Ward office	Provision of all relevant services under one roof	Established an all-under one roof service centre
Outcome 1.0: Strengthening Health	Result 1.1: Expanded Public	Sanitation, Hygiene and nutrition campaigns	All sub locations	Outreach and Effectiveness of public campaigns	Number and quality of campaign plans

Systems to Improve Health Service Delivery	Health Education focused on adoption of appropriate health seeking behaviour by households			programmes	
		Partnerships for HIV/AIDS, Malaria, TB and TI surveillance	Countywide	Increased number of functional private sector partnerships	Number of functional private sector partnerships
		Partnerships for Reproductive health campaigns and education on healthy drug use	Countywide	Increased number of functional private sector partnerships	Number of functional private sector partnerships
	Result 1.2 Institutionalized public participation in planning, monitoring and evaluation of Health Service Delivery	Establish and train facility based health services committee & Community Health Volunteers	All public health facilities in the Ward	Improved performance of established committees	Number of committees established and trained
		Facilitating the implementation of Ward Health Information Systems- training of health facility staff on records and referencing	All public health facilities in the Ward	Better implementation of Health Management Information Systems	Number of staff trained on HMIS
	Result 1.3 Improved health service infrastructure and logistics (buildings, equipment; utilities, waste management, transport and communication)	Renovation of health facilities	All public health facilities in the Ward	Improved health infrastructure	Number of facilities renovated
		Equipping of maternity and pediatric Wards	All public health facilities in the Ward	Improved maternity and pediatric service provision	Number and quality of equipment provided
		Procurement and distribution of medicines, drugs and essential non medical prophylactics	All public health facilities in the Ward	Improved availability of essential supplies in health facilities	Availability of actively managed stock sheet
		Improvement of access roads to health facilities	All public health facilities in the Ward	Improved access roads	Kilometers of improved access roads
		Provision of adequate	All public health	Improved access	Number of established

		supplies of water to the health facilities	facilities in the Ward	to adequate water supplies	water sources
		Modernization of facilities to accommodate persons with disabilities and for provision of emergency services	All public health facilities in the Ward	Better infrastructure development	Number of infrastructure actions e.g. ramps, wheelchairs etc
Outcome 2.0: Expanding opportunities as well as bridging system gaps to enhance greater access to quality basic education	Result 2.1 Improved access to education with a bias for children with special needs and poor households and supporting infrastructural development for early childhood development education needs that accommodates growing enrolment	Campaigns for increased enrolment of children with disabilities in schools	All Sub Locations	Improved enrolment of children with disabilities	Number of children with disabilities admitted in schools
		Equipping of special schools and provision of special education teaching & learning materials	Kayieye Primary School Special Unit and Ulamba & Bar Katado orphanages	Improved equipment and provision of scholastic materials	Number of equipment and scholastic materials supplied
		Supporting training of more special education instructors/ teachers	As per enrolment	Increased numbers of trained special education teachers	Number of qualified special education teachers
		Construction, equipping and staffing of ECDE Centres	All Sub Locations	Improved ECDE services	Number of centres constricted, level of equipping and staffing of the centres
	Result 2.2 Sustained provision of quality education across board, including facilitating continued teacher	Provision of bursaries to students as well as scholarship scheme for teachers	All Sub Locations	Improved access, enrolment, retention and performance of students and teachers	Number of students and teachers on bursary and scholarship programmes
		Establishing a University Campus	Dienya East	Improved educational and	Number of qualified graduates and their

training, supporting innovation in curriculum implementation and provision of incentives to promote performance			training outcomes	improved performance in relevant sectors
	Construction and equipping of 1 additional polytechnics	Identified sites	Improved educational and training outcomes	Number of qualified graduates and their improved performance in relevant sectors
	Establishing West Gem Technical Institute	Identified site	Improved educational and training outcomes	Number of qualified graduates and their improved performance in relevant sectors
	Establishment of School Specific Alumni Associations	All primary and secondary schools	Improved engagement of community partners in school functions	Number of active alumni associations formed
	Establishment of Ward Education Award Programme	Ward office	Effectiveness of pupil/teacher motivation schemes	% Increase in resource base for award scheme
	Establishment of a mentorship programme for students	All Primary and Secondary Schools	Improved educational outcomes across the ward	Number of educational linkages and quality of institutional management of such linkages
	Establishment 3 additional polytechnics in the Ward	Nyapiedho, Bar Katado and Kotoo	Improved life skills and capacity for self employment among the youths	Number of youths joining the polytechnics and corresponding number of new opportunities for self employment based on learnt skills
	Establishing Girls Boarding Sec School	Wagwer	Improved educational outcomes for girls	% increase in girls performance including enrolment, retention, and transition to higher levels
	Initiating School Feeding	All Primary	Improved rural	% increase in retention

		Programme	Schools	primary education outcomes	levels and learning abilities for young children due to better nutrition
	Result 2.3 Orientation of education research towards addressing key challenges of the people including marketing appropriate skills and technologies	Establishing a facility for competitive EOI on researches and actions aimed at solving local challenges	Ward office	Improved innovation in application of research to local challenges	Number of EOI floated annually
		Establishing partnerships for work-study, internship and volunteers placement programmes	Ward office	Effective programme for student/volunteer placement	Number of functional partnerships
Outcome 3.0 Improved community livelihoods through enhanced smallholder agricultural productivity, market sourcing, and strengthening community resilience Outcome 4.0 Promoting enterprise development with a focus on mobilizing for optimum participation of youths and women in sustainable micro-enterprises	Result 3.1 Adoption of agricultural value chain approach to promote market and product development	Establishment of Smallholder Producer Associations	All sub locations	Expanded market for local agricultural produce	Number of producer associations formed
		Provision of modern storage and produce processing facilities	Designated location	Improved produce storage	Increasing quantities of produce slated for stocking
		Promotion of value chains products: Dairy farming, Banana farming, Fruit farming, Vegetable growing, Fish farming, Potato growing, Poultry farming, Sugarcane	Ward	Improved household livelihoods of smallholder farmers	Number of farm linked, product-based enterprises formed and sustainability of productivity cycles
	Result 3.2 Increased productivity and agricultural output by mobilizing	Encouraging partners' participation in provision of extension, advisory support services and technology application models	Ward	Increased engagement of smallholder farmers in agribusiness practice	Number of smallholder farmers enrolled in partner programmes

	relevant partnerships for provision of extension, advisory support services and technology application models through farmer field schools and liaison for input distribution	Campaigns for smallholder farmers' involvement in farmer education programmes	Ward	Increased engagement of smallholder farmers in agribusiness practice	Number of smallholder farmers enrolled in partner programmes
		Provision of special licenses for farm inputs supplies and distribution	Countywide	Improved agribusiness service provision	Number and quality of agribusiness support county legislation
	Result 4.1 Provide enabling environment through appropriate County Assembly legislation and capacity building for the conduct of specially zoned business products and services	Amendments to the relevant Articles, Acts and Bylaws governing ownership, use and transfers of immovable capital	County Assembly	Improved enterprise incubation modules	Number and quality of trade and enterprise support county legislation
		Outsource investments that have greater potential for spurring growth in manufacture, processing, Assembly and distribution of FMCG and HVGS	Ward office	Improved investment and trade environment	Number of potential and confirmed investment interests
		Mobilize the participation of youths and women in microenterprises including improving access to business loans	Ward	Improved engagement of youths and women in enterprises	Number of youths and women involved in new businesses
	Result 4.2 Mobilizing, in liaison with the relevant	Conducting outreach services for registration of CBOS and self-help groups	Ward	Improved community mobilization	Number of newly registered youth, women groups and CBOs

	sub-County offices for formalization of youths and women groups and facilitating linkages with partners for enhanced access to startup capital and registration of businesses	Develop a database of all registered groups and development partners	Ward/Gem	Improved data storage and retrieval system	Comprehensive database of groups and development partners
		Supporting the training of registered SHGS and CBOS on resource mobilization and business operations	Ward	Increased groups' savings and investment portfolio	Number of CBOs trained on business operations
		Establishing a peer review mechanisms in the Ward for ensuring security of groups and group owned resources and promotion of best practice	Ward	Better management of group dynamics and improved investment security	Existing peer review mechanism
Outcome 5.0 Deepened reach of development support infrastructure at points of highest potentials for spurring growth of other social enterprises	Result 5.1 There is visible interest among the development partners to pursue the agenda for improved access to water and this need the support of the Ward administration and leadership in terms of building stronger partnerships and creating enabling environment for participation of	Formulation of a synchronized policy on water	County	Improved policy provisions on water management	Availability of a synchronized county policy on water
		Strengthening legislation on protection of natural sources of water	County	Improved framework for protection of water and natural resources	Entrenched legislation agenda on natural resource management in line with county CIDP
		Dig and equip at least 3 water boreholes	Nyapiedho Dienya H/centre Orombe	Improved access to clean and safe water for institutional and domestic use	Number of new bore holes dug and existing ones rehabilitated
		Continued public sensitization on sustainable management of water	County	Improved public awareness and sensitivity on	% increase in number of households practicing water hygiene and healthy sanitation

	different actors.				
	<p>Result 5.2 Partnerships with communities for maintenance of access roads, water points and social capital pooling for underwriting mid-scale development projects such as connecting village units with electricity.</p>	Establish adopt a kilometer scheme to ensure community involvement in maintenance of sections of roads	Ward	Effective community mobilization and amendments to relevant statutes on public roads maintenance	Relevant bylaws passed and the statutes domesticated at county level
		Establish and train community project committees on sustainable management of projects	All sub locations	Improved management of community owned projects	Number of community project committees established and trained
		Identify and task community mobilisers with conducting rapid mobilizations for supporting specific actions as need arise	All sub locations	Rapid response to emerging community issues	Number of community mobilisers identified and trained
<p>Outcome 6.0 Strengthened local Security, Tourism and Sports towards cushioning the wider development efforts</p>	<p>Result 6.1 Community policing utilized effectively not only to combat crime but also to strengthen the collaboration between police and the policed as well as protection of the</p>	Establish a framework for provision of protection, care and support to the vulnerable including elderly, orphans and vulnerable children	Ward	Improved welfare and safety nets for the elderly persons and OVC	Level of institutionalization of social support system and number of registered beneficiaries
		Training of identified persons or groups such as <i>Boda Boda</i> riders on community policing issues and strengthening the Nyumba Kumi	Ward	Improved security of persons and property	Number of persons and community groups actively engaged in community policing programme

	vulnerable groups	Strategy			
	Result 6.2: Sports providing entry points for propelling local talents to championship and greater social cohesion within West Gem Ward; and between her and neighbours.	Establish a Sports Academy	Identified site (Wagwer &Kotoo	Improved provision of services in sports and games	Number of teams, quality of talent development and degree of community integration
		Initiate an Annual Sports Festival	Ward	Established sports and games calendar	Number of enrolled teams and functional sports secretariat
	Result 6.3: Tourism and eco-tourism tapped as alternative strategies to the socio-economic development of West Gem Ward	Promoting community participation in tourism (e.g. through establishing a campsite at Nguge Hills), mapping home stay centres and development of West Gem Community Tourism Association	Ward	Established functional ecotourism and tourism services management	Number of community groups participating in tourism promotion programmes, new tourists destination sites

Figure 6: Capacity assessment of West Gem Ward against the desired developmental outcomes

Priority Area	Priority outcomes	Strength	Weakness	Opportunities	Threats
1 Ward administration secretariat	Institutionalized Ward development functions including improved secretariat capacity	Willingness of local professionals to support Ward development agenda	Limited resources to attract competent staff	Provision of at least 3% county budget allocation for Ward administration issues Availability of rich human resource from among the local community	Human capital flight to more established organizations
2 Strengthening Health Systems to Improve Health Service Delivery	Expanded Public Health Education focused on adoption of appropriate health seeking behaviour by households	Functional partnership with health service delivery institutions County budget allocation for equipping local health facilities	Lack of systematic framework for rolling out public health education and managing duplication of efforts	Supportive partners already recruited trained community health personnel Availability of health issue-specific public education programme run by various partners	National policy restricting public participation on health education
	1.2: Institutionalized public participation in planning, monitoring and evaluation of Health Service Delivery		Inadequate capacity of Ward committee or health subcommittee to provide effective M&E functions	Devolved mandate allowing Ward administration to facilitate health service provision by local facilities	Potential for politicizing important health service delivery including award of tenders
	1.3: Improved health service infrastructure and logistics (buildings, equipment; utilities, waste	Existing resource allocation for health infrastructure support	Inadequate financing for full scale health infrastructure development	Availability of external funding opportunities to support health infrastructure	Government policy may adversely control investment in health systems

	management, transport and communication)			development	development
			Inadequate technical capacity in the Ward development committee	Improved health infrastructure and financing e.g. free maternal and pediatric health, wider essential medicines and drugs listing, social marketing of reproductive health	Global reduction in preventive health care financing
Expanding opportunities as well as bridging system gaps to enhance greater access to quality basic education	Improved access to education with a bias for children with special needs and poor households and supporting infrastructural development for early childhood development education needs that accommodate growing enrolment	Functional level of education service infrastructure including near adequate number of schools, equipment and soft ware resources for regular educational needs	Inadequate facilities for special education and early childhood development education	Available opportunities for partnerships with education service providers and sector development actors including private service providers	Government policies running at cross-purpose with special education sector needs Widely crosscutting global strategies for child protection
	2.2: Sustained provision of quality education across board, including facilitating continued teacher training, supporting innovation in curriculum implementation and provision of incentives to promote performance	Availability of a large pool of education service providers and options for continued institutional capacity and professional development	Huge disconnect between hardware and software education resources negatively impacting on provision of sustained quality education	Existing opportunities for professional development and further training of teachers and trainers provided by partners such as GLUK etc	Human capital flight to better paying institutions outside the Ward
	2.3: Orientation of	Existence of a number	Lack of timely review of	Available options for	Poor uptake of

	education research towards addressing key challenges of the people including marketing appropriate skills and technologies	of professional platforms for reviewing changing needs for education and specialized training	education curricula for effective orientation to changing societal needs	expanded technical training to scale up skills training outputs	education research outcomes and institutional resistance to change
			Inadequate resources to finance youth industrial training	Development of county institutions more youths are willing to pursue technical raining	Inadequate number and poor resourcing of industrial training facilities
4 Agriculture: Improving community livelihoods through enhanced smallholder agricultural productivity, market sourcing, and strengthening community resilience	Adoption of agricultural value chain approach to promote market and product development	Communities are effectively mobilized and are willing to adopt innovative agricultural production, processing and marketing technologies	Critical disconnect between county policy implementation and community needs	There is a possibility of Ward plans being synchronized with the devolved agriculture and livestock departments at Ward level to scale up programme outcomes	Growing tendency of private actors to commercialize social enterprises that impact on agribusinesses
	3.2: Increased productivity and agricultural output by mobilizing relevant partnerships for provision of extension, advisory support services and technology application models through farmer field schools and liaison for input distribution	Ward capacity to mobilize the participation of partners and community buy-ins	Lack of a systematized framework for community engagement resulting in duplication and competition	Availability of best practices as demonstrated by actors such as One Acre Fund, Millennium Villages, Farm Concern and IPA	Unethical practices by competing actors which may adversely affect the smallholder farmer household
Entrepreneurship: Promoting enterprise	Outcome 4.1: Provide enabling environment	Commitment of the county administration	Lack of a clear-cut implementation strategy	There is an opportunity in partnering with private	Lack of enforcement of rules to protect

development with a focus on mobilizing for optimum participation of youths and women in sustainable microenterprises	through appropriate County Assembly legislation and capacity building for the conduct of specially zoned business products and services	to supporting enterprise development as proclaimed in the County Strategy	of the county policy	consultants and experts to help in implementation of complex policy demands	gullible citizens in the face of a ray of micro enterprise and finance intermediaries
	Entrepreneurship Outcome 4.2: mobilizing, in liaison with the relevant sub County offices for formalization of youths and women groups and facilitating linkages with partners for enhanced access to startup capital and registration of businesses	Close working relationship with the sub county offices in charge of community mobilization, gender, youths and women	Inability to work on peoples' attitude to demystify correlation between education and employment and to positively address poverty and unemployment through a social reorganization strategy		County allocation of 30% tenders to youths and women and disabled persons and other social marketing options based on affirmative action for the youths and women
Infrastructure: Deepen the reach of development support infrastructure to points of highest potentials for spurring growth of other social enterprises.	5.1: There is visible interest among the development partners to pursue the agenda for improved access to water and this need the support of the Ward administration and leadership in terms of building stronger partnerships and creating enabling environment for participation of different actors.	Available Ward budget allocation for spurring infrastructure development such as electrification and rural access roads and improving markets etc	The Ward allocation is not adequate, compared to the needs.	Growing interest of the national government in addressing infrastructure needs such as recent government zero-rating of taxes on solar energy accessories	Infrastructure development follows selective implementation of decisions which may impede development in certain areas
	Infrastructure Outcome 5.2:	Existence of a citizenry	Lack of cooperation of	Availability of external and	Potential conflicts

	Partnerships with communities for maintenance of access roads, water points and social capital pooling for underwriting mid scale development projects such as connecting village units with electricity	willing to work in partnership with local government to support development initiatives	communities on projects initiated without their involvement: sometimes community engagement is never active	internal partners ready for engagement in implementing infrastructure projects	arising from competing interests in land-use and ownership
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Figure 7: Percentage annual budgetary allocation per thematic area

Thematic Area	Outcomes	% Annual Budget Allocation					Total
		Year					
		1	2	3	4	5	
Health	1.0: Strengthening Health Systems to Improve Health Service Delivery	16	17	18	22	22	95
Education	2.0: Expanding opportunities as well as bridging system gaps to enhance greater access to quality basic education	19	18	20	18	17	92
Agriculture	3.0: Improved community livelihoods through enhanced smallholder agricultural productivity, market sourcing, and strengthening community resilience	18	21	23	19	20	101
Entrepreneurship	4.0: Promoting enterprise development with a focus on mobilizing for optimum participation of youths and women in sustainable microenterprises	17	14	17	17	18	83
Infrastructure	5.0: Deepened reach of development support infrastructure at points of highest potentials for spurring growth of other social enterprises	17	17	13	13	13	73
Crosscutting issues	6.0 Improved security and provision for a fair environment for attaining gender equity in development	13	13	9	11	10	56
Total % Allocation		100	100	100	100	100	500

5.0 WEST GEM WARD DEVELOPMENT FRAMEWORK BUDGET ESTIMATES 2015-2019

An estimated Ksh.497,177, 000 shall be required over the next five-year period to achieve the above outcomes. This will include Ksh. 221,877,000 sourced from the County government as annual Ward allocations, Gem Constituency Development Fund (CDF) and Kshs. 279,300,000 to be mobilized from local and external development partners.

Figure 8: Budget Estimates (2015-2019)

Priority Outcomes	2015	2016	2017	2018	2019	Budget		
						Total	Ward allocation	Other partners
Recruitment and maintenance of staff	300,000	600,000	1,000,000	1,500,000	2,000,000	5,400,000	5,400,000	0
Operations: telephone, internet, mailing, rent and utilities	50,000	50,000	60,000	60,000	80,000	300,000	300,000	0
Purchase and maintenance of equipment: motorcycles, printers, copiers and computers etc	100,000	500,000	50,000	50,000	50,000	750,000	750,000	0
Establishment of Ward Development Trust Fund	200,000	300,000	0	0	0	500,000	500,000	0
Construction of Ward Office and Wagai Resource Centre	5,000,000	5,000,000	15,000,000	0	0	25,000,000	15,000,000	10,000,000
Establishment of a Private Public Partnership Protocol	0	0	0	0	0	0	0	0

Sanitation, Hygiene and nutrition campaigns	200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000	4,000,000
Partnerships for HIV/AIDS, Malaria, TB and TI surveillance	0	2,000,000	0	0	0	2,000,000	1,000,000	1,000,000
Partnerships for Reproductive health campaigns and education on healthy drug use	0	2,000,000	0	3,000,000	0	5,000,000	2,000,000	3,000,000
Improvement of access roads to health facilities	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	6,000,000	4,000,000
Provision of adequate supplies of water to the health facilities	0	4,200,000	200,000	300,000	400,000	5,100,000	3,100,000	2,000,000
Modernization of facilities to accommodate persons with disabilities and for provision of emergency services	0	1,540,000	500,000	1,000,000	1,300,000	4,340,000	2,340,000	2,000,000
Campaigns for increased enrolment of children with disabilities in schools	410,000	360,000	360,000	360,000	360,000	1,850,000	850,000	1,000,000
Equipping of special schools and provision of special education scholastic materials	1,300,000	1,500,000	2,200,000	3,200,000	3,800,000	12,000,000	6,000,000	6,000,000

Supporting training of more special education instructors/ teachers	0	400,000	600,000	600,000	1,000,000	2,600,000	1,600,000	1,000,000
Construction, equipping and staffing of ECDE Centres	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000	15,000,000	15,000,000
Provision of bursaries to students as well as scholarship scheme for teachers	2,500,000	3,000,000	3,500,000	4,000,000	5,000,000	18,000,000	9,000,000	9,000,000
Establishing a University	0	11,000,000	0	25,000,000	0	36,000,000	6,000,000	30,000,000
Construction and equipping of 2 additional Polytechnics	6,000,000	30,000,000	40,000,000	50,000,000	100,000,000	226,000,000	100,000,000	126,000,000
Establishing West Gem Technical Institute	0	0	10,000,000	0	0	10,000,000	3,000,000	7,000,000
Regular curriculum reviews by stakeholders	300,000	0	300,000	0		600,000	600,000	0
Establishment of School Specific Alumni Associations	100,000	100,000	100,000	100,000	100,000	500,000	500,000	0
Construction of additional polytechnics						0		
Establishment of Smallholder Producer Associations	200,000	200,000	200,000	200,000	200,000	1,000,000	500,000	500,000

Provision of modern storage and produce processing facilities	2,300,000	1,500,000	5,000,000	500,000	500,000	9,800,000	2,800,000	7,000,000
Partners' participation in provision of extension, advisory support services and technology application models	1,300,000	300,000	300,000	300,000	300,000	2,500,000	500,000	2,000,000
campaigns for smallholder farmers' involvement in farmer education programmes	437,000	300,000	300,000	300,000	300,000	1,637,000	637,000	1,000,000
Provision of special licenses for farm inputs supplies and distribution	300,000	300,000	300,000	300,000	300,000	1,500,000	500,000	1,000,000
Amendments to the relevant articles, acts and bylaws governing ownership, use and transfers of immovable capital	0	0	0	0	0	0	0	0
Outsource investments that have greater potential for spurring growth in manufacture, processing, Assembly and distribution of	0	3,000,000	0	0	2,000,000	5,000,000	5,000,000	0

FMCG and HVGS									
Mobilize the participation of youths and women in microenterprises including improving access to business loans	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	500,000	500,000
Conducting outreach services for registration of CBOS and self-help groups	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000	500,000	1,000,000
Training of registered SHGS and CBOS on resource mobilization and business operations	500,000	500,000	0	0	500,000	500,000	1,500,000	500,000	1,000,000
Establishing a peer review mechanisms in the Ward for ensuring security of groups and group owned resources and promotion of best practice	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	700,000	300,000
Formulation of a synchronized policy on water	0	0	0	0	0	0	0	0	0
Strengthening legislation on protection of natural sources of water	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	500,000	500,000

Continued public sensitization on sustainable management of water	200,000	200,000	200,000	200,000	200,000	1,000,000	500,000	500,000
establish adopt a kilometer scheme to ensure community involvement in maintenance of sections of roads	200,000	200,000	200,000	200,000	200,000	1,000,000	500,000	500,000
Establish and train community project committees on sustainable management of projects	200,000	200,000	200,000	200,000	200,000	1,000,000	700,000	300,000
Identify and task community mobilisers with conducting rapid mobilizations for supporting specific actions as need arise	0	300,000	300,000	300,000	300,000	1,200,000	1,000,000	200,000
Establish a framework for provision of protection, care and support to the vulnerable including elderly, orphans and vulnerable children	1,000,000	10,000,000	20,000,000	15,000,000	10,000,000	56,000,000	20,000,000	36,000,000
Establishment of a sports academy	500,000	1,500,000	2,000,000	2,000,000	3,000,000	9,000,000	4,500,000	4,500,000

Promoting community participation in tourism and development of western tourism circuit	0	200,000	300,000	300,000	300,000	1,100,000	600,000	500,000
Training of identified persons or groups such as <i>Boda Boda</i> riders on community policing issues and strengthening the Nyumba Kumi Strategy	500,000	500,000	500,000	500,000	500,000	2,500,000	1,500,000	1,000,000
Total	32,997,000	90,850,000	112,770,000	118,570,000	141,990,000	497,177,000	221,877,000	279,300,000

Figure 11: West Gem Ward operational budget plan 2015 (2015/16 financial year)

NO.	FUNCTION	ACTIVITY	SUB-LOCATION	ESTIMATED COST
1	HEALTH	a. Construction of Orombe Dispensary at Orombe.	Dienya West	4,000,000
		b. Equipping 3 Wards at Wagai dispensary	Wagai West	1,000,000
		c. Equipping Nguge dispensary	Nguge	1,000,000
2	ROADS	a. Opening Ginga Valley – Kodindo – Suludhi road	Malunga East	6,500,000
		b. Opening Wagai Resource Centre – St. Jude road	Wagai East	
		c. Opening Dienya – Kaumeri - Alwala road	Dienya East	
		d. Opening Bala-Kowiti road	Uriri	
		e. Suludhi – Kobango culvert	Malunga West	
3	EDUCATION	a. Construction of new ECDE at Wagwer school	Malunga Central	3,000,000
		b. Construction of new ECDE at Nyasidhi primary school	Ulamba	3,000,000
		c. Ward bursary allocation	Ward	2,000,000
		d. Printing of joint primary school examinations	Ward	500,000
7	SOCIAL SERVICES	a. Construction of Wagai Multi-Media Resource & Learning Centre	Wagai East	4,000,000
		b. Supporting sporting activities	Ward	500,000
		c. Equipping Wagai Resource Centre	Wagai East	500,000
		d. Construction of Ward Administrative Offices	Wagai East at Komuok	2,000,000
9.	AGRICULTURE	a. Construction of cereals/farm inputs store at Komuok	Ward	2,000,000
		b. Artificial Insemination (AI) Services	Ward	2,000,000
		c. Provision of seeds for sweet potatoes and training	Ward	500,000
		d. Purchase of 10 motorbikes for Ward <i>Boda boda</i> Ward CBO	Ward	1,500,000
10.	ENVIRONMENT	Establishment/support of 5 tree nurseries	Athoro, Abir, PundoRachier, Togo	1,000,000
Total				35,000,000

6.0 PROJECT ADMINISTRATION

The Ward Development Committee and its executive (Ward Administrator) will undertake the administration of Ward development projects. The committee is comprised of representatives, essentially chairpersons of the sub-location development committees. There are ten such committees at the sub-location level. There has been a call to reconstitute the committees with suggestions of co-opting development committee members formed with the facilitation of the Western Kenya Community Driven Development & Flood Mitigation Project. The membership has been trained in various aspects of project management and community action planning. This is recommended as part of strengthening the capacity of committee members in undertaking development mobilization work.

These committees facilitate the identification and prioritization of projects and present to the Ward committee for review and preparation of estimates, which are then forwarded to the County office for review and ratification. The County government then uses the estimates to formulate County budget plans through the relevant executive offices and ratification. Procurement for works and services towards implementation of the approved projects is done by the Governor's Office as at now but this will change following the enactment of Siaya County Ward Development Fund Act 2014 .The Ward Development committee is expected to play in addition, liaison role between the contractors awarded tenders and the public. The sub-location committees' members will form part of the Project Management Committee (PMC) to oversee the implementation of the various projects in liaison with the Village Administrators.

Emerging Issue:

Following the successful legislation by the Siaya County Assembly and subsequent governor's endorsement of the Bill creating Ward Development Funds, questions of capacity of the Ward development committee in administering these funds come into play. A number of suggestions have been made during consultative forums in the West Gem Ward, including the creation of a professionals' body, or the establishment of a Ward Development Trust to be mandated to implement development functions of the Ward with the available funds and any other funds sourced from external sources. Again, this Development Framework poses the question of implementation of the Plan and welcomes suggestions in regard.