



REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

ENERGY INFRASTRUCTURE AND ICT SECTOR PLAN

2023-2033

SECTOR VISION AND MISSION

Vision

To provide reliable transport system and state of the art public works for improved quality of life.

Mission

To promote adequate, safe and well maintained transport system, roads infrastructure and public works services for socio-economic development.

FORWARD

The energy infrastructure and information communication and technology sector is among the Sectors whose functions are assigned to the County Government in Schedule Four of the Constitution of Kenya, 2010. The energy infrastructure and information communication and technology sector has developed a sector plan which covers the next ten years (2023-2032). This task was undertaken out of the deliberate need to be driven toward excellence of performance. Our sector plan will develop a shared vision of where we want to go during the next ten years and create a common understanding for the public and other stakeholders on reason of existence for the energy infrastructure and information communication and technology sector. We also realize that our department works in an open system. Thus, our sector plan recognizes how we affect and also get affected by other sub-systems; at the county, national and global levels. However, this does not mean losing sight to operational efficiency.

With this new orientation we need to develop a strategic direction geared toward efficient and effective service delivery. This will require working strategies, leadership commitment, a committed staffing and support from stakeholders. It is my belief that this sector planning process will inform our operational philosophy and help our department be in track all the time, and allow it to respond adaptively to change while remaining faithful to our mission and vision.

JONES OMWENGA

EXECUTIVE COMMITTEE MEMBER

ACKNOWLEDGEMENT

The process of sector plan making is a consultative and participatory that consumes both financial and other resources. It involves long hours of projecting and brainstorming in order to be focused and have a strategic direction. The sector appreciates and acknowledges all the participants who sacrificed their time to deliver this strategic plan. We underscore the efforts of the following among others who tirelessly ensured that this exercise was a success;

The Executive committee member Transport, Roads and Public works Jones Omwenga for the wise counsel and direction in shaping up our strategic thinking.

Dr. Vincent Machuki and your consultancy team for the strategic direction you gave us in coming up with this strategic plan.

We cannot list all by duty or contribution but we appreciate the commendable job done by;

- 1) Jones OMwenga
- 2) CCO Engineer Josphat Oruru
- 3) Director Paul Onyango
- 4) Director Sibia Nyamweya
- 5) CME Lucas Asoti
- 6) Economist Dennis Ayuka
- 7) QS Elijah Oteko
- 8) Mr. Clarkson Mosagwe

We salute you

Engineer Josphat Oruru

County Chief Officer

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ACRONYMS AND ABBREVIATION

KeRRA: Kenya Rural Roads Authority
KTDA: Kenya Tea Development Authority
AIDS: Acquired Immune Deficiency Syndrome
PPP: Public Private Partnership
NEMA: National Environmental Management Authority
EIA: Environmental Management Authority
CDF: Community Development Fund
JICA: Japanese International Cooperation Agency
CO: Chief Officer
ECM: Executive Committee Member
ERBK: Engineering Registration Board of Kenya
IEK: Institution of Engineers of Kenya
AAK: Architectural Association of Kenya
IQSK: Institution of Quantity Surveyors of Kenya
IPMK: Institution of project Managers of Kenya
KURA: Kenya Urban Roads Authority
KeNHA: Kenya National Highway Authority
ME: Monitoring and Evaluation
LAs: Local Authorities

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EXECUTIVE SUMMARY

Sectoral planning process keeps an organization on track all the time, and allows it to respond adaptively to change. In recognizing this energy infrastructure and information communication and technology sector of Nyamira County have developed a sector plan which covers the next ten years (2023-2032). It envisions “a county with reliable transport system and state of the art public works for improved quality of life”. This will be realized by providing efficient and high quality transport system, roads infrastructure and public works through environmental friendly and cost-effective construction, maintenance and management for socio-economic development.

In delivering services to citizens the energy infrastructure and information communication and technology sector of Nyamira County will be guided by Customer focus, creativity and innovativeness, professionalism and timeliness, partnership, transparency and accountability, team spirit and integrity as its core values. Overly, this will require working strategies, leadership commitment, a committed staffing and support from stakeholders.

Under the leadership of Executive Committee Member and Departmental Chief Officer, the Department of Transport, Roads and Public Works has three Directorates each with distinguishable constitutional functions. Transport Directorate oversees erection, road furniture, creation of airstrips and bus bays, maintaining/improving transport systems, licensing, creation of transport policies and liaising with other players to enforce transport policies regulations. On the other hand Roads Directorate is charged with planning constructing and maintaining structures (box culverts, bridges and bus parks), opening new roads, maintaining existing ones and upgrading rural roads. For the public Works Directorate it is responsible for facilitating provision and maintenance of buildings and other public works within the County. The department has a well-designed organizational structure with clear functions and reporting lines.

To respond effectively to citizen service needs the energy infrastructure and information communication and technology sector of Nyamira County has identified strategic areas to pursue in the period 2023-2032. It will strive to enhance quality of motorable, all weather roads and increase the coverage of paved roads across the county and also open up new access roads. In transport area it will continuously improve and maintain safety of all transport systems across the county as well as acquire modern equipment and machinery for construction and maintenance. Increasing stock of government offices and refurbish existing public works, and continuous improvement and modernization of public works facilities is also one of its strategic goals. To address institutional capacity challenges the sector is keen at bolstering its staff capacity and establishing a complete and well equipped office unit.

CHAPTER ONE: INTRODUCTION

1.0 Overview of the County

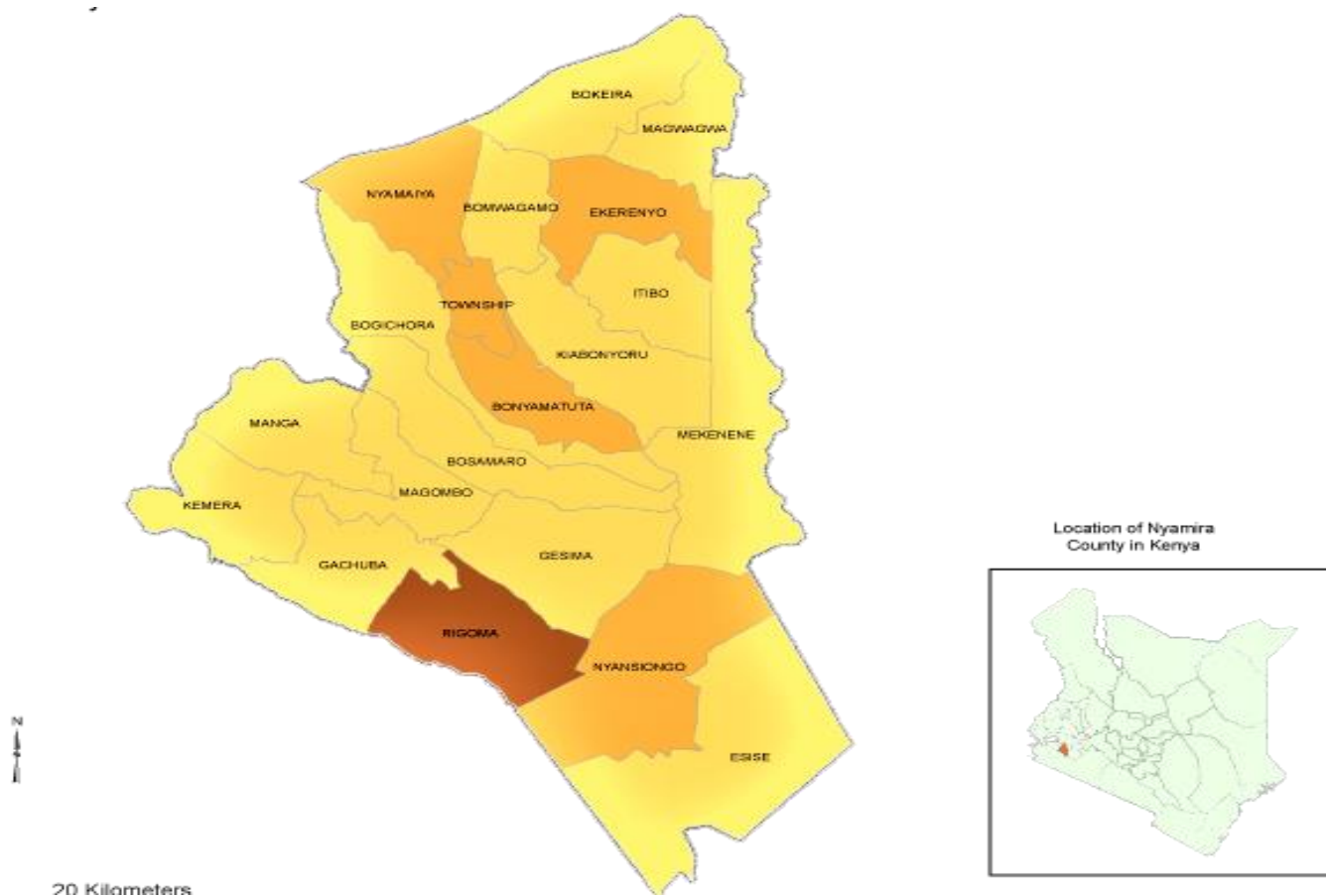
Nyamira County is situated in the Western part of Kenya, The County has since evolved from different administrative creations and boundaries since independence. It is indeed formed part of one of the divisions of the larger Kisii district way back in 1970s. In 1987, the Nyamira as a divisional boundary was created a district which has since existed with four constituencies. The coming of the devolution in 2013, Nyamira forms part of the 47 County Governments with one extra Constituency created and 20 electoral wards.

The Gusii Community predominantly occupies the county, however, the northern and eastern parts of the County has got some different ethnic significance being Luos and Kipsigis respectively. The County Headquarter is located in Nyamira South Sub County, Township ward formerly the head-quarter for Nyamira District. It is located along Konate Junction Miruka Centre Road approximately six (6) kilometres from the Konate Junction, off the Kisii Chemosit Road.

Agriculture is the County's economic backbone where 90% of its population is dependent on agricultural production and marketing directly and indirectly. It supports 80% of total employment opportunities in the county. Nyamira County lies in the Lake Victoria region, a region whose thirteen (14) counties have come together and formed the Lake Region Economic Bloc with the common understanding that strategic connections between Counties with shared interests seated in a desire for mutual benefit can be an effective and intelligent means of increasing the possibility of creating notable development impact across several counties. The Lake Region Economic Bloc is made up of Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Siaya, Vihiga, Bomet, Trans Nzoia and Kericho Counties.

The County has intercounty relations; along the Homabay County (Rachuonyo) border there is ethnic intermarriages, this is evident in Miruka and Nyamusi areas that has promoted peace coexistence. Miruka and Keroka markets along the borders of Homabay and Kisii counties respectively have promoted exchange of goods and services for the people living along these borders. The existence of the tea zones in Kericho and Nyamira counties has promoted employment among the tea factories and the dwelling

Map 1.1: Geographical Location of the County Government of Nyamira



1.1 Background of the Sector

This is the Third Sectoral Plan developed by the energy infrastructure and information communication and technology sector in the County. It envisions “a county with reliable transport system and state of the art public works for improved quality of life”. This will be realized by providing efficient and high quality transport system, roads infrastructure and public works through environmental friendly and cost-effective construction, maintenance and management for socio-economic development.

1.3 Sub Sectors and Mandates

The energy infrastructure and information communication and technology sector is the backbone of the county infrastructural agenda. The mandate of the energy infrastructure and information

communication and technology (ICT) includes responsibly for the administration, supervision, control, regulation, management and direction of all matters relating transportation and public works, housing, disaster and ICT.

a) Roads

The mandate of the subsector includes the following

- Design, construction, improvement, repair and maintenance of county roads and related facilities;
- Motor Vehicles Inspection
- Mechanical and transport services
- County Transport, roads, public works and disaster management policy planning and management
- Protection of County road reserves
- Maintenance of inventory of government property in liaison with the County treasury
- Overseeing provision of mechanical and electrical(Building) services to public buildings
- Development and management of government buildings

b) Transport, and Public Works

The mandate of the subsector includes the following

- Motor Vehicles Inspection
- Mechanical and transport services
- County Transport, roads, public works and disaster management policy planning and management
- Maintenance of inventory of government property in liaison with the County treasury
- Overseeing provision of mechanical and electrical(Building) services to public buildings
- Development and management of government buildings

c) Information and communication Technology (ICT)

The mandate of the Subsector Includes the following

- To automate all County Government services for effective service delivery.

- To facilitate dissemination of information for decision making through ICT
- To provide a data bank for the County Government of Nyamira
- To maintain and service all ICT equipment and software in Nyamira county
- To enhance internal communication through installation of Networks
- To improve service delivery to Nyamira residents through use of ICT
- To facilitate other Departments to be effective in Service delivery technology

d) Energy

The mandate of the subsector includes the following

- Implementation of rural electrification and promotion of alternative energy sources

e) Disaster Management

- To coordinate all DRM issues in the country
- To advice the National and County Governments, private sector and all stakeholders in DRM.
- To coordinate, collect, review and analyze information relevant to DRM.
- To establish a National Early warning and emergency community system
- To promote disaster risk management capacity building, training and education throughout the country including in school
- To promote and strengthen linkages with key state department, international organizations, counties, wards and community based disaster management structures.
- To promote research into all aspects of disaster management.
- To oversee regular drills and exercises in all public establishment

1.3 Rationale for the County Sectoral Plan

The Constitution of Kenya, 2010 created a two-tier system of governance, the National and Devolved governments that are distinct but interdependent, each with specific functions as set out in fourth schedule of the constitution. The Fourth Schedule delineates the functions of both the national and county governments. Part XI of the County Governments Act, 2012 requires

County Governments to plan for the County. The Act requires that Counties prepare County plans including a Ten year County Sector Plan. The Act prescribes that County plans should ensure harmony between National and County plans and that no government spending should be made outside the approved framework

1.4 Methodology in the Preparation of the Sector Plan

A concept note was issued regarding the preparation of the sector plans, then after a circular was circulated to departments by the budgeting and planning department to carry out public participation regarding the plan. After that the county cabinet approved the concept note, the governor went ahead to launch the exercise.

As a constitutional requirement, and advert was gazetted to give the public information on the venue, dates and issues to be discussed during public participation.

Afterward, a five-day consultation exercise to operationalize the various sector working groups was held in Best Western hotel. This forum was meant to develop the sectoral plans. Several stakeholders allied to the sectors were invited for consultations. A template for the sectoral plans was then shared by the National Treasury Planning department invited to the meeting to provide technical backstopping. The technical working group for the sector alongside the stakeholder went working into group to develop the sectoral plan. Various stakeholders were represented including the technical teams from the county government comprising the CEC Roads, CCO Roads, County directors of Roads, County Director of ICT.

CHAPTER TWO: PERFORMANCE REVIEW OF THE PREVIOUS CIDP PERIOD

2.1 Overview

This chapter provides a sector review on implementation of the previous CIDP 2018-22. It presents an analysis of sector performance in terms of revenues, expenditures and key outcomes as well as the major challenges faced in the implementation of the plan.

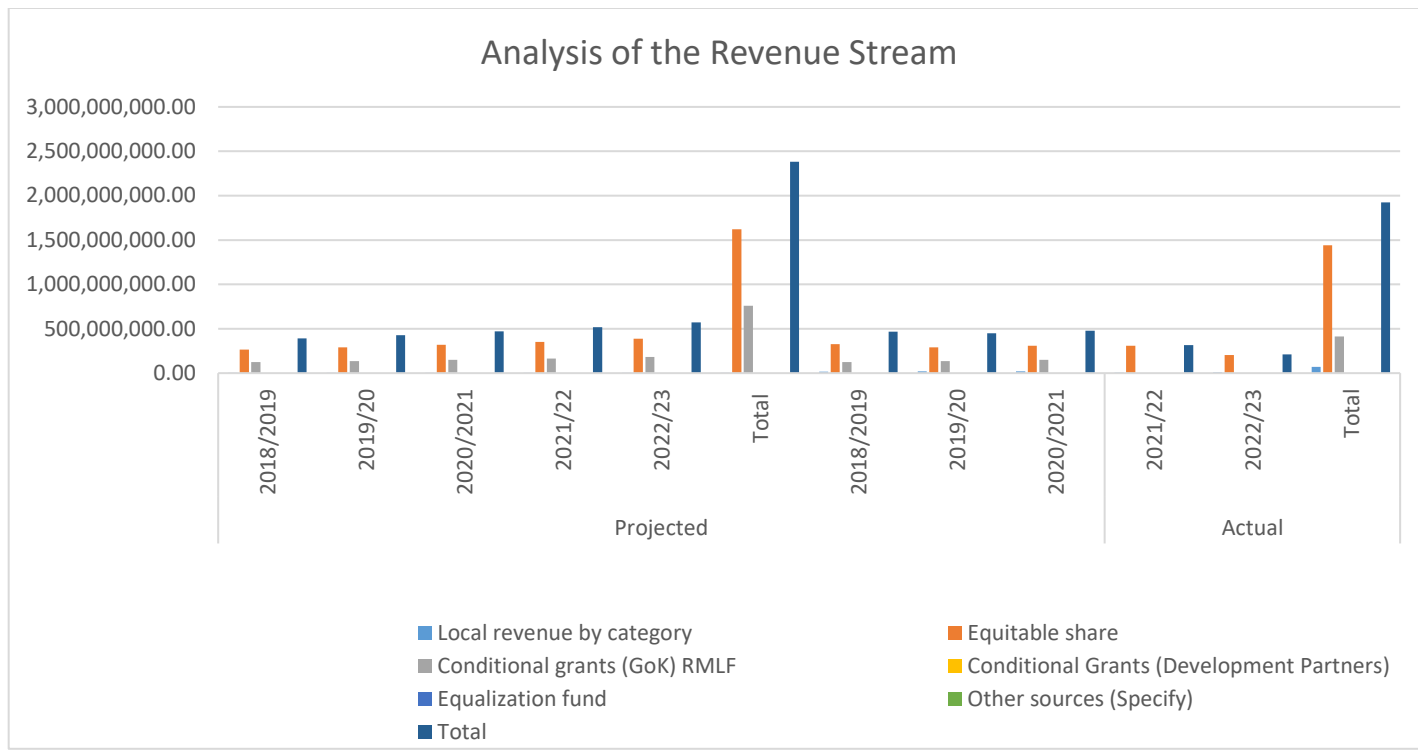
2.2 Analysis of the Sector Revenue Sources

This section should provide the sector annual projected revenues versus actual receipts within the period under review.

Table 1: Analysis of the Sector Revenue Sources

Type of Revenue	Projected					Actual						Total
	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	
Local revenue (OSR)	412,220	453,442	498,786	548,665	603,531	2,516,644	15,000,000	20,542,700	20,542,700	7,092,876	7,641,749	70,820,025
Equitable share	265,389,106	291,928,017	321,120,819	353,232,901	388,556,191	1,620,227,033	328,048,021	291,928,017	308,555,929	308,555,929	202,749,699	1,439,837,595
Conditional grants (GoK) RMLF	125,663,667	136,557,750	150,213,525	165,234,878	181,758,366	759,428,186	125,663,667	136,557,750	150,213,525	0	0	412,434,942
Total	391,464,993	428,939,209	471,833,130	519,016,444	570,918,088	2,382,171,863	468,711,688	449,028,467	479,312,154	315,648,805	210,391,448	1,923,092,562

Figure 1: Representation of the revenue stream



An analysis of the diagram above shows the increase of the actual revenue in the first two financial years and then decrease in 2020/21 FY. This is attributed to Covid 19 Outbreak and resultant restricted movements of people, this reduced volumes of trade. The equitable share allocation to the sector oscillated in the period under review due to re-allocation to other sectors to align with the governor’s manifesto and County Integrated Strategic Plan. The conditional grants stopped in the fourth finance year, this led to reduced initiation of the projects in the Sector. The sector didn’t receive equitable fund allocation due to non-operationalization of the fund. The sector also didn’t receive any funds from other sources in the period under review.

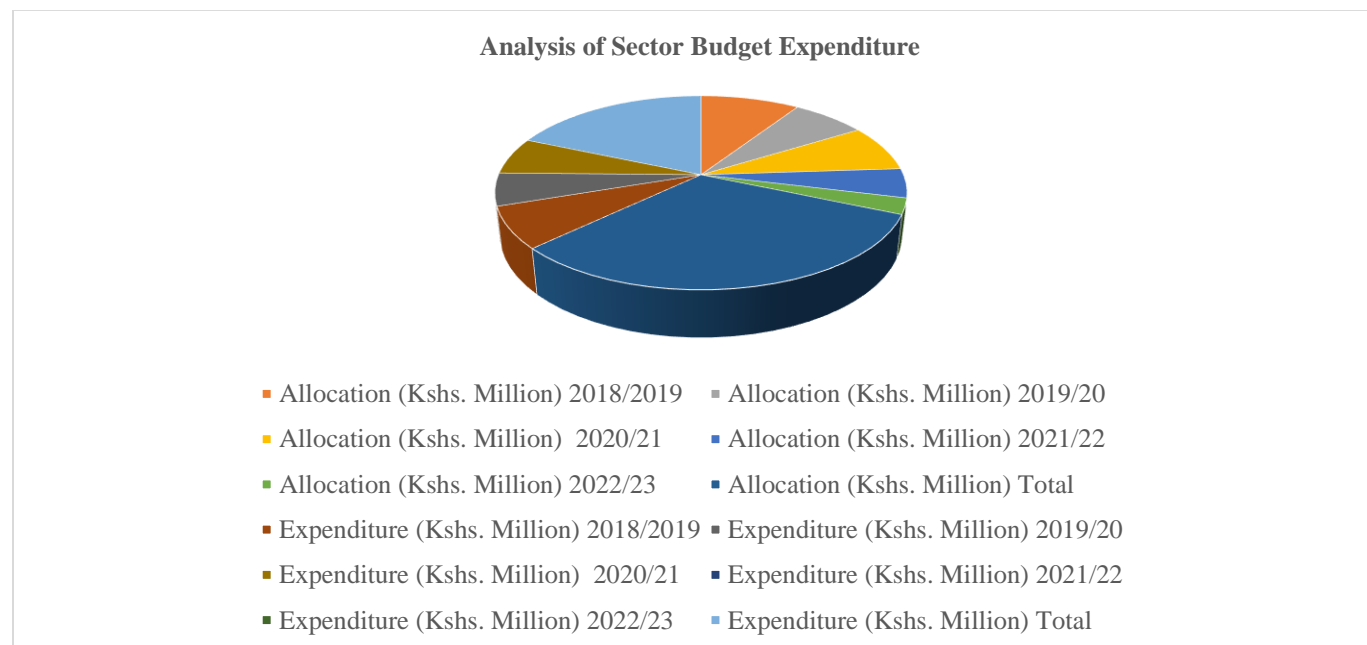
2.2.1Sector Budget Expenditure Analysis

This section should provide an analysis of total budget allocation and total actual expenditure by sector

Table 2 : Analysis of Total Budget allocation and Total Actual Expenditure by Sector

Sector	Allocation (Kshs. Million)						Expenditure (Kshs. Million)					
	2018/2019	2019/20	2020/21	2021/22	2022/23	Total	2018/2019	2019/20	2020/21	2021/22	2022/23	Total
Energy, Infrastructure and ICT	735,638,165	550,155,704	615,166,329	385,711,052	210,391,448	2,497,062,698	549,199,085	432,398,261	489,162,761	198,564		1,470,958,671
Total	735,638,165	550,155,704	615,166,329	385,711,052	210,391,448	2,497,062,698	549,199,085	432,398,261	489,162,761	198,564		1,470,958,671

Figure 2 : Trend of allocation and expenditure in the period under review



The percentage (%) absorption rate of the funds allocation in the sector increases marginally in the period under review, this is attributed to good planning and timely release of the equitable share by the exchequer.

2.3 Sector Programmes' Performance Review

In this section, in a narrative form the sector performance trends of the sector performance key outcomes (changes from baseline values at the end of CIDP implementation period) highlighting outputs that has contributed to the changes. Showing gaps from the expected values/levels, and also making comparison with national statistics. This section provides key achievements by sector.

Table 3 : Sector Programmes' Performance Review

SNO.	Programme Name	Objective	Outcome	Output Targets			Remarks
				Baseline Value	Target	Actual	
1	Road Transport	Ensure passable and safe road network	Roads constructed to bitumen standard (Km)	10	50	4	Financial Constraints
			Roads constructed to gravel standard (Kms)	50	250	400	Exceeded Expectations
			Bridges Constructed (No)	1	4	0	Financial Constraints
			Box culverts constructed (No)	4	20	20	Met Expectations
			Foot bridges constructed (No)	1	4	0	Not prioritized
			Pipe culverts Constructed (No)	500	2500	3000	Exceeded Expectations
			Roads Rehabilitated & Maintained (km)	250	750	1200	Exceeded Expectations
			Road construction equipment purchased (Nos)	1	6	0	Financial Constraints
SNO.	Programme Name	Objective	Outcome	Output Targets			Remarks
				Baseline Value	Target	Actual	

2	Transport and Mechanical Services	Ensure timely maintenance of vehicles and machinery to minimize down town	Workshop constructed	0	1	0	Financial Constraints
			Workshop equipment purchased	0	5	0	Financial Constraints
			Motor vehicle and machinery Serviced	25	141	179	Exceeded Expectations
			Motor vehicle and machinery repaired & maintained	25	130	70	Financial Constraints
			Outcome	Output Targets			Remarks
SNO.	Programme Name	Objective		Baseline Value	Target	Achieved	
2	Public Works and Disaster Management	Ensure all tender documents are prepared on timely as per request and development is controlled	Office block buildings completed	0	3	3	Met Expectations
			Tender documents prepared	50	250	317	Exceeded Expectations
			Project management	50	250	317	Exceeded Targets
			Building plans approved	100	450	450	Target achieved
			Fire stations constructed	0	1	0	Financial Constraints
			Fire engines purchased	0	4	0	Financial Constraints
			Inspection of public facilities	50	300	431	Exceeded Targets
			Disaster training conducted	20	100	17	Financial Constraints
SNO.	Programme Name	Objective	Outcome		Output Targets		Remarks

				Baseline Value	Target	Actual	
	General Administration Planning and Support Services	To support and increase efficiency in service delivery.	Employee compensated (No.)	141	705	735	Exceeded Targets
			Statutory reports (No)	10	50	61	Exceeded Targets
			Preparation of the bills and policies	0	10	4	Partially achieved
			Monitoring and evaluation reports	100	500	500	Met Target
			Staff trained	10	100	53	Financial Constraints

In the subsector of Roads, the Objective the objective was to provide passable and safe road network. The subsector Constructed 4Km of roads to bitumen standard; Achieved 100% targeted building of culverts. Constructed 400km of roads to bitumen standards. This is exceeded expectation of its target, Rehabilitated 1200Km of roads against targeted 750KM. The achievement was realized because of good coordination between the subsector and other county departments, and also proper budgeting and planning.

In the subsector of Transport and Public works the objective was to ensure timely maintenance of vehicles and machinery to minimize down town. The subsector Constructed 3 offices; 317 tender documents were prepared which the exceeded expectations; 317 projects were managed; 450 buildings were approved; 431 public facilities were inspected; 17 disaster training were conducted. These achievements were realized due to close coordination between the public, contractors and the county.

In the subsector of general administration and support services the objective was to support and increase efficiency in service delivery. The subsector achieved 100% compensation of employees; 61 reports done which exceeded expectations; 4 bills and policies prepared; 5000 monitoring and evaluation reports were made; 50% of staff were trained. These achievements were realized because of the timely release of funds by the exchequer and the goof budgeting and planning process

In the subsector of energy, the objective was ensuring full access to affordable, adequate and reliable energy for social-economic transformation. The subsector achieved 100% of street lights installation, rating exceeded expectations

In the subsector of disaster management, the objective was to ensure resilient disaster preparedness and response, the subsector trained key staff on disaster mitigation and prevention; purchased some firefighting equipment and also prepared a county disaster policy paper

In the subsector of ICT, the objective was to effectively support delivery of ICT Service, the subsector achieved; point to point internet connectivity, Inventory system backed by ICT, emails to all staff and WIFI connectivity. This was achieved because of sufficient budgetary allocation and good coordination with other line departments

2.4 Challenges

Table 4 : Challenges

Challenge	Way Forward
Inadequate technical staff capacity	Enhancement in terms of number and professional development
The Sector is constrained in regards to machinery and equipment to effectively carry out its mandate in infrastructural supervision and roads construction.	The Sector needs to acquire supervision vehicles and machines and equipment for road construction.
Slow pace of integrating former departmental units into the county governance structures	Development of policies and structures for devolved units
Inadequate road management and control systems (axle load) in rural roads	Development of road management systems Setting up axle load policies on county roads
Unfavorable rainfall rains patterns (heavy down pour and floods) posing challenge to roads maintenance	Early planning

Challenge	Way Forward
Tendency of encroachment to road reserves by public	Formulation of road reserve protection policies Civic education
Delays in resolving disputes, property titles and political issues hindering long term investments	Development of integrated physical plan regulations and policies Building capacity in legal department
Resistance by the National Government to operationally devolve county roads to the County Government as well as related road construction equipment.	Develop a clear policy to define county and national roads Building national government good will

2.3 Emerging issues

This section highlights the unforeseen issues that arose during implementation period needed or needs to be addressed.

- Pandemic.Covid19 pandemic hit the world and everything was at a standstill.
- Adverse climate change effects.
- Seasons changes which harshly affected the sector.
- Technological advancement.
- Frequent leadership changes in the sector affected delivery of services

2.5 Lessons Learnt

Find below new knowledge gained during implementation of the previous CIDP, i.e. what worked and what did not work

- Always plan for implementable and achievable programmes.
- Always put in place mechanisms to mitigate emergencies such as the COVID 19 and climate issues

- Embrace monitoring and evaluation for effective implementation of programmes

2.7 Natural Resource Assessment

This section should discuss the major natural resources found within the county. The information should be summarized as indicated

Table 5 : Natural Resource Assessment

Name of Natural Resource	Dependent Sectors	Status, Level of Utilization & Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
Sunlight (Solar Power Generation)	<ul style="list-style-type: none"> • Trade • Urban Dev. & Housing • Roads • PSM • Education • Health 	Untapped resource	Investing in green energy technology	High Initial capital cost	Seek Collaborative Partners(PPP) Donors
Natural Stones/Gravel	<ul style="list-style-type: none"> • Roads 	Untapped resource	More construction of roads to gravel standards	Found in private land/community land	Stakeholders engagement

2.8 Development Issues

This section presents key sector development issues and their causes as identified during data collection and analysis stage.

Table 6 : Development Issues

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
PROGRAM: Road Transport					
High traffic in the town area;	<ul style="list-style-type: none"> • Limited parking space within towns • Narrow roads to accomodate the increasing traffic • Uplanned urban development limiting space for road expansion 	Reduce traffic jam in the central area	<ul style="list-style-type: none"> • Organize adequate parking area • Expand the main urban roads 	Existence of enforcement officers	<ul style="list-style-type: none"> • Construct more parking lots • Construct extra BACK streets to off load traffic & open existing narrow roads • Control urban development
Poor road transport network	<p>Gullies & Potholes in existing roads on road sections</p> <p>Lack of an effective and connected road hierarchy in urban and rural areas</p>	<p>Ensure passable and safe road network</p> <p>Improve road network in the county</p>	<p>Minimise the existence of gullies and potholes in our county roads</p> <p>Enhance efficiency in urban and rural road networks</p>	<p>Existing of roads</p> <p>Existing road design & Maintainance manuals</p> <p>Financial support from KRB</p>	<ul style="list-style-type: none"> • Undertake regular Routine Maintenance on the roads that are in a good condition (maintainable network). • Spot Improve bad sections of the good roads to consolidate the maintainable

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
					<p>network.</p> <ul style="list-style-type: none"> • Partial rehabilitation of prioritised links in order to improve connectivity and provide access to the majority of the population • Construct bridges and drainage systems at appropriate points and junctions where there is no road continuity.
Vandalisation of road furniture	Lack of awareness	Ensure sustanaibity of safety to road users	Reduction of vandalism	Existence of road manual & road safety guidelines & policy	<ul style="list-style-type: none"> • Replace missing road furniture • Install new road furniture • Provide sustainable budget • Hold public awareness meeting
Poor Drainage system	Heavy and irregular rains Dumping of solid waste on drains	Ensuring proper drainage systems	Reduce cases of drainage destruction	Existing roads Existing designs manuals	<ul style="list-style-type: none"> • Maintain the drainage systems regulary • Constuct new culverts

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
	Blocking existing culverts				<p>at appropriate points</p> <ul style="list-style-type: none"> • Introduce new drainage systems where needed • Unblock any blocked existing drainage system
Road classification	Unclear classification of roads	Increase classified roads networks	Carry road inventory survey of unclassified roads in the county	Available Roads database of classified roads at KRB Initial Classification guidelines	<ul style="list-style-type: none"> • Carry road inventory survey of all roads in the county • Policy review on road classification
Inadequate road maintenance equipment.	Inadequate machineries for the expanse area.	Cover the entire area in road networking.	Procure enough machinery for opening and maintenance of roads.	<ul style="list-style-type: none"> • Acquired: • Two graders • Excavator • Wheel loader • Four tippers • Two backhoes • Two single drum rollers. • Wheeled Low bed 	<p>To procure:</p> <ul style="list-style-type: none"> • Prime mover. • Excavator • Shavel • 2 Tippers
Inadequate servicing and longer period of service & maintenance	No modern workshop, tool and equipment.	Inadequate servicing and longer period of	Provide modern workshop, tool and equipment.	Inadequate servicing and longer period of service &	Provide modern workshop, tools and equipment.

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
of motor vehicle and machineries		service & maintenance of motor vehicle and machineries		maintenance of motor vehicle and machineries	
Lack of Human resource development	Lack of training programme and resources	Improved employee skills	Ensure efficient training programmes and resource provisions	There is Availability of Skilled manpower in the department	Put up a Training programme and resources for the same
Inadequate vehicles and heavy machinery	Grounded vehicles and heavy machinery due to age and breakdown	Improved service delivery	Ensure efficient servicing of the existing vehicles/heavy plant	Service Parts are available in the market. Competent technical staff available	Timely procurement of service parts
Program: Public Works					
Delayed projects documentation for new projects	Inadequate key technical staff for projects designs and documentation	To design and document new projects	Capacity building for technical staff.	<ul style="list-style-type: none"> • Timely clients' brief for projects documentation. • Top management support for project documentations 	<ul style="list-style-type: none"> • Sensitization for all project stakeholders. • Capacity building for key technical staff. • Recruitment of key technical staff for projects.

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
Weak project management responses	<ul style="list-style-type: none"> • Inadequate supervisory staff • Inadequate project vehicles • Lack of / inadequate training for technical staff. 	<ul style="list-style-type: none"> • Strengthen project management responses 	<ul style="list-style-type: none"> • Capacity building for supervisory staff • Provide project management response vehicles 	<ul style="list-style-type: none"> • Coordination of project teams • Optimize project resources (project vehicles & incentives) • Increase training opportunities. • Top management & support staff support. 	<ul style="list-style-type: none"> • Sensitization on internal and external stakeholders • Provision of adequate resources/ project management vehicles and incentives. • Adequate training for project management teams.
Lack of appropriate project documentation & management tools and equipment	<ul style="list-style-type: none"> ▪ Lack of budgetary provisions 	To strengthen capacity of project teams to deliver service	To empower and facilitate the project teams with working tools to deliver services	<ul style="list-style-type: none"> • Equitable sharing of tools and equipment • Training of staff on usage of availed tools and equipment (technology) 	<ul style="list-style-type: none"> • Provision of adequate financial resources to procure adequate tools and equipment. • Continuous training of technical staff on changing technology.
PROGRAM: Disaster Management					
Late arrival of disaster management team to incident scenes	Some fire incidents happen far distances from Nyamira thus taking the response team longer time to get there	To construct and operationalize Fire Stations at sub counties	Provide lighter vehicles, responders and fire balls at every sub-counties	<ul style="list-style-type: none"> • Government lands and offices available in all sub counties. • Top management support • Public goodwill 	<ul style="list-style-type: none"> • Sensitization on internal and external stakeholders • Provision of adequate resources

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
Weak disaster response capacity	Inadequate disaster response equipment and PPEs	Strengthen disaster response ability	Provide fire engines and PPEs	<ul style="list-style-type: none"> • A fire engine for the county • Fire station under construction by Nyamira Municipality • Top management support 	<ul style="list-style-type: none"> • Purchase PPE Kits for the team • Purchase 3 fire engines to enhance response capacity
Ineffective and inefficient disaster response methods	Less capacity built team on modern technology in disaster management	Enhance disaster response methods	<ul style="list-style-type: none"> • Carry out regular drills to gauge on preparedness • Re-designate enforcement officers and SSS that are already working in the section 	<ul style="list-style-type: none"> • Training Institutions such as KSG, Kenya Red Cross and St. Johns Ambulance • County Public Service Board • Top management support 	<ul style="list-style-type: none"> • Capacity building of the team • Recruitment of more firefighters and divers
Inability to fully execute mandate in revenue collection and disaster response	Lack of adequate policy and legal framework	<ul style="list-style-type: none"> • Formulate policies on disaster risk management and broaden 	<ul style="list-style-type: none"> • Train on policy formulation 	<ul style="list-style-type: none"> • County assembly • Cabinet • Existing legislation from other counties and national government 	<ul style="list-style-type: none"> • Train on policy formulation • Public participation

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
		finance bill			
PROGRAM: Energy					
Inadequate access to electricity	<ul style="list-style-type: none"> ▪ Budget constraints for electrification programs ▪ Irregular connections. ▪ Disconnections due to unpaid bills 	To develop regulations to enhance connection of more customers to the grid	Connect more customers especially from areas not covered by any program	Identify and document areas with no access to electricity <ul style="list-style-type: none"> • Allocate funds to connect these areas in conjunction with KPLC and REREC • Sensitization on the dangers of irregular connections by use of quakes. 	<ul style="list-style-type: none"> • Sensitization on security of streetlights • Enhance security features on streetlights. • Provision of adequate resources
Inadequate /Unexploited alternative Sources of Energy.	<ul style="list-style-type: none"> ▪ Lack of budgetary provisions to exploit the available alternative sources of energy 	To strengthen capacity to exploit alternative sources of Energy	To empower and facilitate the exploitation of alternative sources of energy.	Provision of adequate financial resources Capacity building especially in the area of renewable energy Collaboration with experts in the industry such as REREC	Identify and document areas with no access to electricity <ul style="list-style-type: none"> ✓ Allocate funds to connect these areas in conjunction with KPLC and REREC

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
					✓ Sensitization on the dangers of irregular connections by use of quakes.
Frequent power outages	<ul style="list-style-type: none"> Vegetation encroachment on power lines Poor maintenance approach from KPLC Third party interference on powerlines Vandalism of power infrastructure 	Enhance reliability and stability of power supply to Nyamira	<ul style="list-style-type: none"> Sensitize residents against planting trees below powerlines Take action on vandals Sensitize residents on dangers of unauthorized operations on the grid 	<ul style="list-style-type: none"> Customer awareness campaigns Provision of adequate funding Enhance law enforcement on vandalism Work with KPLC to reinforce weak areas on the grid 	Provision of adequate financial resources Capacity building especially in the area of renewable energy Collaboration with experts in the industry such as RREC
PROGRAM: Corporate Communication					
Inadequate access to information by the public	<ul style="list-style-type: none"> Lack of adequate cross platform access for citizen 	To develop communication policy	To increase public awareness and set clear	Professional staff Top management support	Sensitization on internal and external stakeholders

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
	<ul style="list-style-type: none"> outreach ▪ Poor response levels and inefficiencies from departments ▪ Lack of citizen engagement due to poor information sharing ▪ Inequitable distribution of and access to information ▪ Unclear communication channels to media on county matters 		communication channels	Compliance with access to information act	Provision of adequate resources Continuous training Establishment of information Centre Structured publications and documentaries Feedback mechanisms on county projects/programs Digital billboards on county projects/programs
Lack of county identity/image	<ul style="list-style-type: none"> ▪ Lack of standardized regulations on county branding 	To develop regulations for county documents, project signposts and signage.	To improve county visibility and image	Professional staff Top management support Uniformity in county operations	Sensitization on internal and external stakeholders Provision of adequate resources

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
Lack of appropriate communication tools	<ul style="list-style-type: none"> ▪ Lack of budgetary provisions 	To strengthen capacity of communication unit to deliver service	To empower and facilitate the communication unit with working tools to deliver service	Professional staff Top management support Quality information/publications	Provision of adequate financial resources
PROGRAM: ICT Infrastructure					
Inadequate ICT development and uptake	<ul style="list-style-type: none"> ▪ Inadequate ICT working tools e.g. laptops, tool kits, desktops, projector etc. ▪ Inadequate funds allocated to ICT Directorate ▪ Slow pace in adopting ICT draft policy ▪ Lack of steering committee for expedition of ICT functions 	To effectively support delivery of Service	To enhance service delivery	<ul style="list-style-type: none"> • Professional staff • Top management support • Internet connectivity • Email system • Inventory system • County Website 	<ul style="list-style-type: none"> • Sensitization on internal and external stakeholders • Provision of adequate resources • Continuous training • Establishment of call center • Establishment of ICT innovation hub • ICT Infrastructural development • Biometric system • Electronic data

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
	<ul style="list-style-type: none"> ▪ Lack of genuine software e.g. Windows, MS Office, PDF, ANTIVIRUS etc. ▪ Lack of ICT resource center ▪ Lack of frequent trainings for ICT staff & IFMIS Trainings ▪ Lack of adequate office space. 				<p>management system</p> <ul style="list-style-type: none"> • Establishment of E cabinet and MS Office 365 • Establishment of Backup and network servers • Establishment of Data centers • Establishment of Hot spot wifi connectivity • Training staff on IFMIS Modules

CHAPTER THREE: SPATIAL DEVELOPMENT FRAMEWORK

3.0 INTRODUCTION

This section, describes the spatial framework within which development projects and programs will be implemented, establishing a broad physical and Land Use Planning framework that provides spatial planning policies to support economic and sectoral planning.

3.1 SPATIAL DEVELOPMENT FRAMEWORK

The County Government of Nyamira's transformative agenda is anchored on socio-economic transformation aimed at ensuring that the quality of life is improved throughout the County. This transformative agenda sets out the blue print for economic growth that covers all strategic development areas within the County. This vision can only be achieved if the development is anchored in sound GIS based Physical and Land Use Planning. As such, the Vision lays emphasis on spatial reforms, with the preparation of the County Spatial Plan and various areas Local Physical Development Plans.

The role of Land use planning and indeed the CSPs is explicitly outlined in the Constitution of Kenya Article 61 and 66, further County Government Act of 2012 which under section 110 (1)(a) stipulates that the County Spatial plans shall give effect to the principles and objects of planning and development contained in section 102 and 103 of the same Act. It also outlines that the CSPs should set out the guidelines for a land use management system in the County.

As espoused in the Physical and Land Use Planning Act of 2019, the preparation and implementation of the CSP will set the momentum for prudent utilization of County space, resources and inter-ministerial coordination. Further, the plan will facilitate the achievement of the land policy principles of efficiency, equity, sustainability and productivity, and promote the attainment of social, economic and environmental goals and objectives. Further, the Plan provides strategies and policies to deal with challenges including urbanization,

regional imbalances/inequalities, rural under-development, environmental degradation, and underutilization of the massive resources available in the country.

The policy framework that the preparation of the CSP alludes to include; Sustainable Development Goals, New Urban Agenda, The Kenya Vision 2030, Medium Term Plans, Urban Land Use Planning and Oversight guidelines, national land use policy, national urban development policy, national spatial plan among others.

3.2 STATUS OF COUNTY PHYSICAL AND LAND USE PLANNING STATUS

Since the enactment of the Physical and Land Use Planning Act and establishment of the Nyamira Municipality, through the Planning authority, the Physical and Land Use Directorate, the County has prepared Nyamira Municipality Spatial plan to preparation of the final report, subject to the County Executive Committee Members ratification, County assembly approval to the eventual ascent by H.E the County Governor of Nyamira. Alongside the MSP, the Planning Authority have prepared 9 Local and Physical Development Plans for major urban centers within Nyamira Municipality. The towns include, Nyamaiya, Miruka, Kioge, Nyamira Township, Sironga, Konate, Kebirigo, Ting'a and Nyaramba.

It shall be noted that the county has more than 70 upcoming urban centers with either have outdated plans or no plans and notably require urgent planning intervention to ensure coordinated development and appropriate sustainable investment for the prosperity of the people of Nyamira. This shall be given priority at the completion of the CSP strategic urban areas spatial and institutional development for wealth creation. The County Spatial Plan 2022-2032, after completion of the Inception Report, The situational Analysis Report, is at its third stage of Draft Plan Formulation before preparation of the Final Plan report for approval consideration stage.

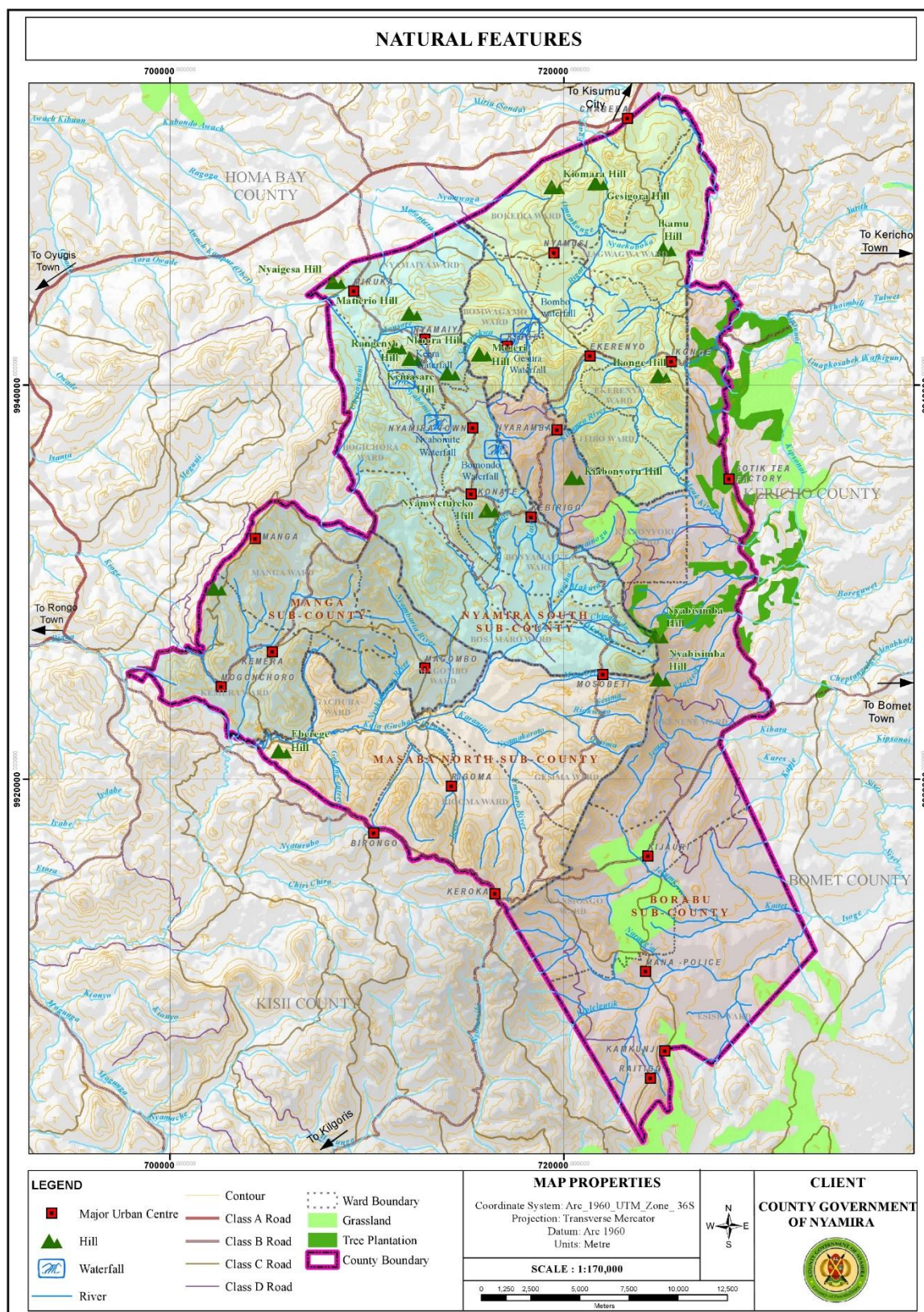
3.3 COUNTY RESOURCE POTENTIAL GROWTH AREAS.

The CSP of the Situational Analysis of the economic systems is prudent for the understanding of human interactions, growth and development of an area. Kenya's Vision 2030 is founded on the economic, social and political pillars. Being one of the pillars identified to guide the national agenda, the economy is therefore integral to any region's growth and development. Accordingly, Nyamira County has a rich economic base founded on agriculture, mining, tourism and hospitality, agro-based industries as well as trade and commerce. The forgoing shall transform the County wealth and economy through focus on specific thematic identified and highlighted hereunder for modelling.

3.3.1 Physiographic Characteristics

Physical features play a critical role in the county development. Some of the features like rivers, wetlands, forests/hills and water falls are sources of livelihoods to the county residents. The county physiographic characteristics present both opportunities and challenges as outlined below:

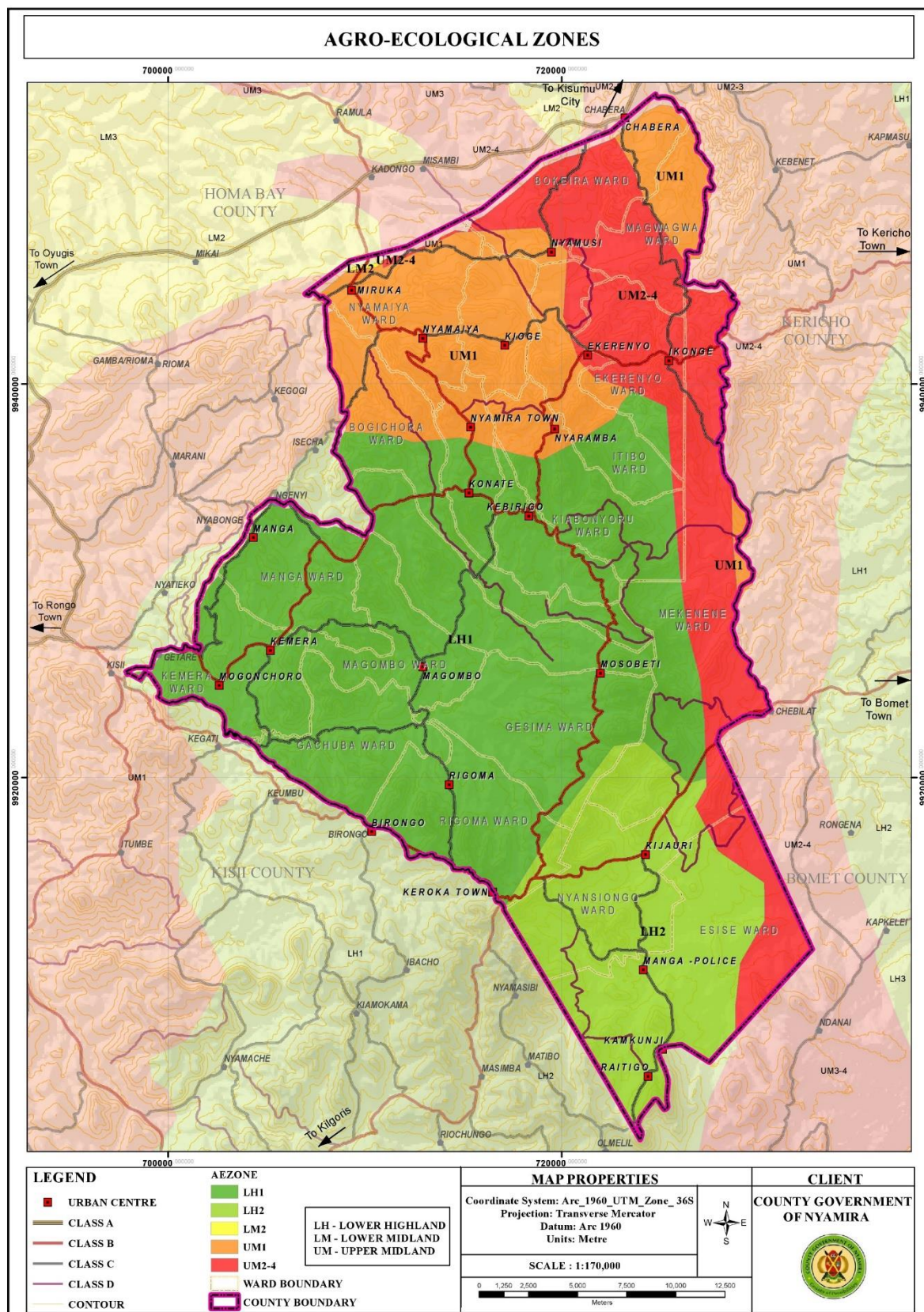
Figure 3 : Natural Features



3.3.1.1 Opportunities

1. **Hydrology:** The County is adequately drained by the four main rivers and their tributaries. There are also several springs, wetlands and few water falls which sustain the county's hydrological cycle. In addition, the high-water tables in the county have enabled the digging of shallow wells and boreholes. These water resources are the main water sources in the county, for instance, the intake for Nyamira water supply is located at River Eaka. River Sondu on the other hand has a lot of potential for hydro-electricity power generation which if tapped could contribute greatly towards the economic development of the county. The presence of numerous rivers presents opportunities for water harnessing through river obstruction.
2. **Favorable Climatic Conditions for Agricultural Activities:** The county has a bimodal pattern of annual rainfall that is well distributed, reliable and adequate for a wide range of crops with annual rainfall ranging between 1200 mm – 2100 mm per annum. The cold temperatures in the county are ideal for the growth of certain crops like tea and coffee which grow better in relatively cold regions.
3. **Suitable Ecological Zones and Fertile Volcanic Soils for Agricultural Activities:** The county is divided into two major agro-ecological zones. The highland zone (LH1 and LH2) covers 82 per cent of the County while the upper midland zone (UM1, UM2 and UM3) covers the remaining 18 per cent. These zones are suitable for growing various crops among them; tea, coffee, bananas, maize, avocado, sugarcane, pineapple, sweet potato, pyrethrum etc. These suitable ecological zones coupled by the rich volcanic soils make the county one of the main food producers in the country exporting food commodities to the regional hinterland and the country's capital. However, the economic viability of the agricultural sector is threatened by the diminishing land sizes resulting from unregulated subdivision mainly for inheritance purposes.

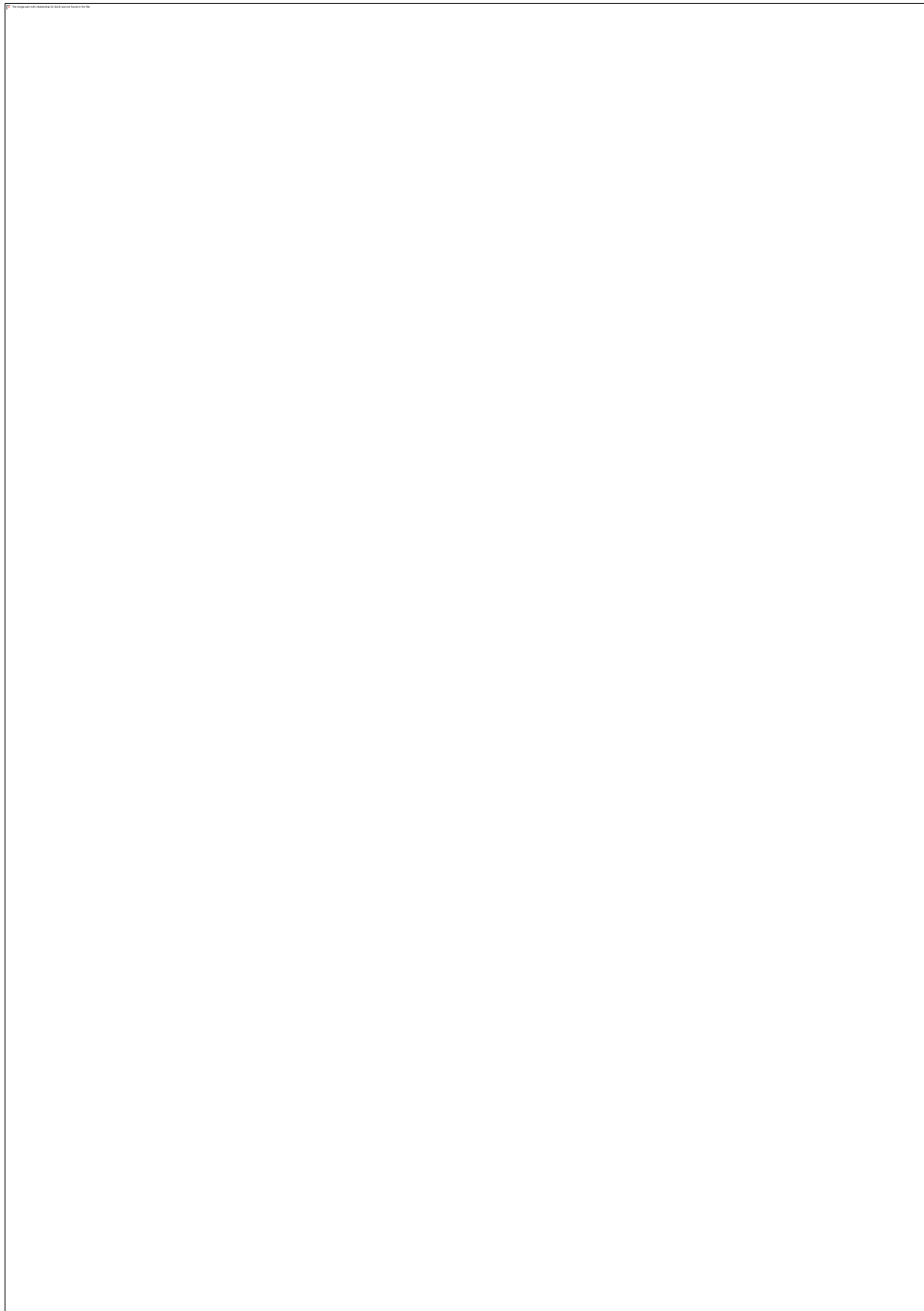
Figure 4 : Agro-Ecological Zones



- High Rainfall Amounts: The high rainfall patterns of between 1200 mm – 2100 mm per annum present opportunities for rain water harvesting through creation of large-scale runoff collection reservoirs and

household rainwater harvesting. The harnessed water would be used during the relatively dry seasons of the year. If the harnessing is optimally undertaken, it would augment the terrain problems associated with piped water provision. Moreover, the rain water would reduce pressure on the natural water resources like springs, streams, rivers and wells which together supply water to about 80% of the population.

Figure 5 : Rainfall Distribution Map



5. Renewable Energy: Harnessing like solar and wind though in small scale Nyamira County is relatively cold. However, the northern part of the county comprising of areas around Miruka, Nyamusi and Chabera

have high solar potential with an annual solar photovoltaic power potential of between 1691 -1710 kWh/kWp. These areas also are the hottest with temperatures of 21.10C – 21.50C. The high temperatures in the northern part of the county coupled with high solar potential present an opportunity for solar power generation even at the household level. The county has an average wind speed of 2.46m/s which is beyond the cut-in-speed for small turbine to start generating energy which is set at 2m/s. However, the wind potential in the larger county is not at the required maximum of 10-15m/s with the exemption of the area around Manga ridge, an area near Birongo Market Centre in Masaba North Sub-County and an area near Ekerenyo Market Centre in Nyamira South Sub-County with relatively high wind power density of between 301 - 400 Watts per Square Metre. This wind power could be tapped to produce electricity.

Figure 6 :Solar Potential Map

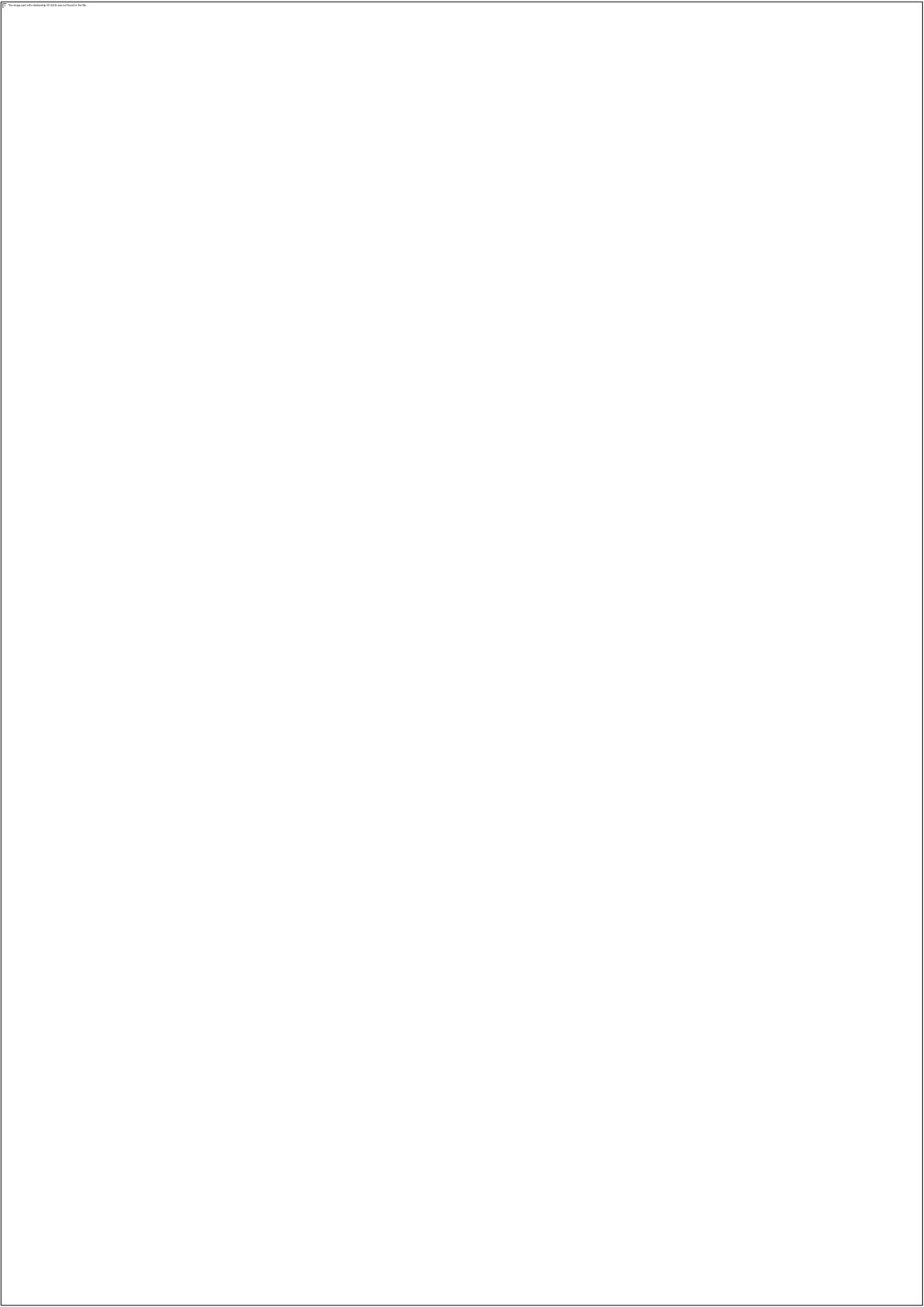


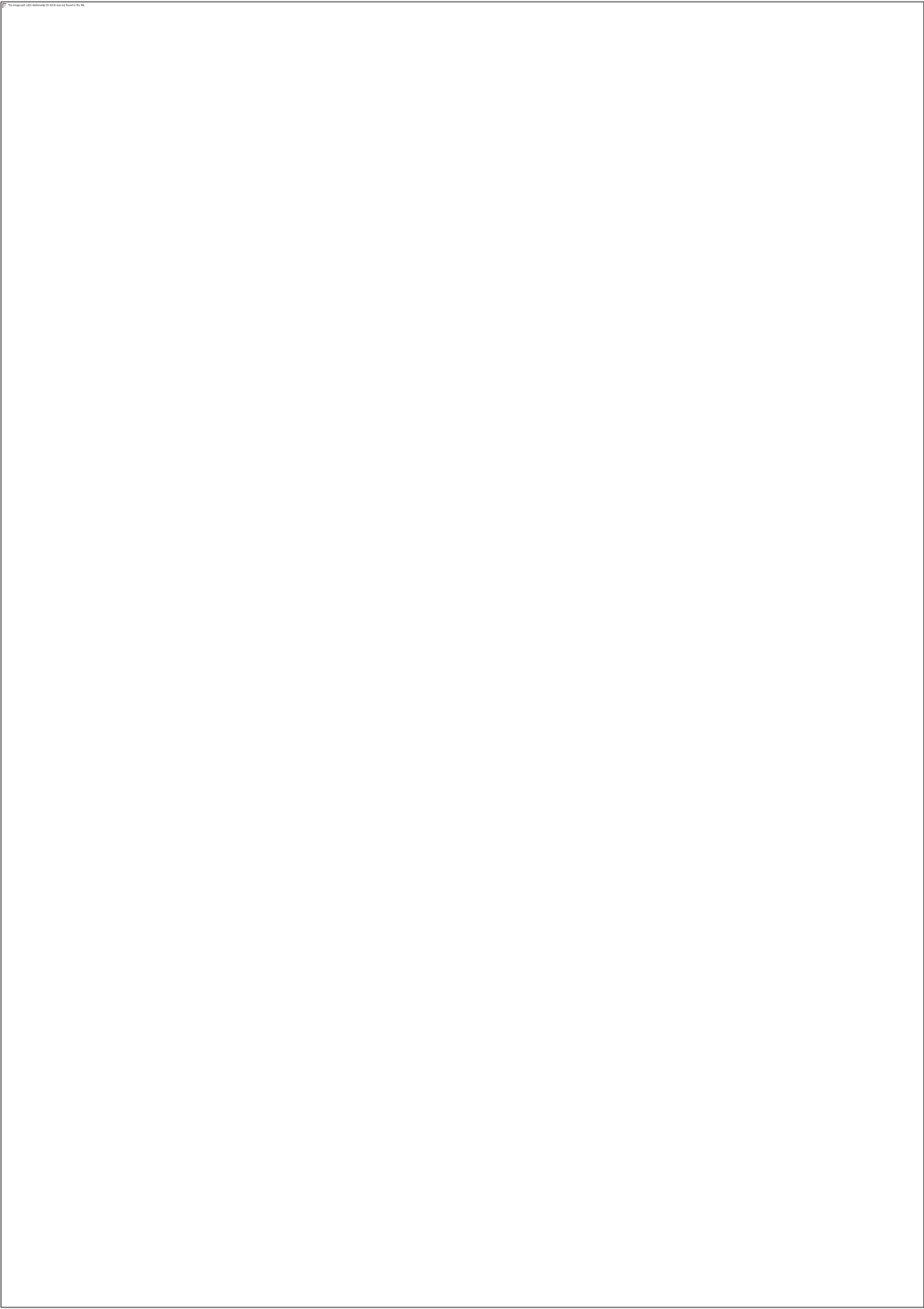
Figure 7 : Temperature Distribution Map



3.3.1.2 Challenges

6. Depression of Water Levels: The water levels in the rivers, springs, streams and waterfalls have been depressing over time a phenomenon attributable to several factors among them, planting of inappropriate tree species along the riparian reserves and water catchment areas, improper farming methods, unregulated water obstruction upstream and the negative effects of climate change. These factors have resulted to reduction of water levels in the main rivers and drying up of the streams.
7. Unfavorable topography for construction: The rugged terrain in the county makes some areas inaccessible as construction of roads to certain places especially those on the hilly areas or low lands is an expensive undertaking. In addition, piping of the water from the various water sources in the low lands to the majority of the homesteads in the hilly areas is very costly, rendering it unfeasible. This forces the residents to access the water from their natural sources (springs and rivers).

Figure 8 :Topography Map

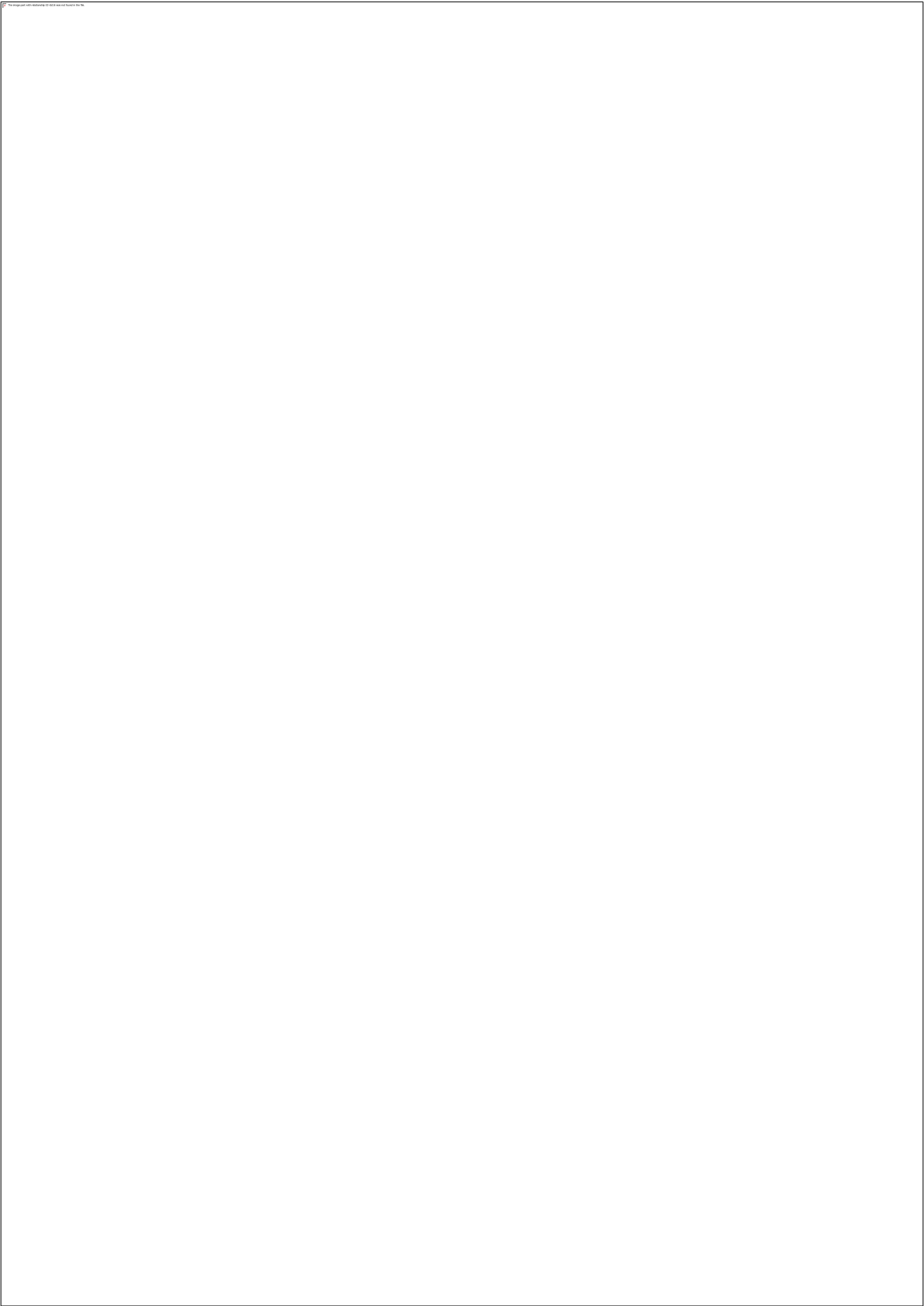


8. **Poorly Drained Soils in Some Areas Resulting to Constrained Developments:** A few areas in the county have poorly drained soils. These areas include sections of Magwagwa, Township, Bogichora, Bosamaro and Gesima Wards. They are characterized by red volcanic soils which are good for farming but make construction and road maintenance expensive. Thus, these areas are constrained in achieving high density developments.
9. **Soil Erosion:** Most of the rivers are characterized by brown waters, an evidence of soil erosion upstream. Soil erosion which displaces the fertile upper layer of the soil has negative implications on farm productivity as it results to reduced soil fertility. o High rainfall amounts The high rainfall amounts in the county coupled by increase in impervious layer make the county susceptible to flooding. The built areas especially those in the low lands face floods while the steep areas are susceptible to landslides especially in areas with loose soils.
10. **Changing Weather Patterns:** Changing weather patterns have affected all development sectors in the county with agriculture being the worst hit. The notable effects of this change are; delayed onset and untimely cessations of rain, skewed rainfall distribution and intensity and emergence of new pests and diseases.

3.3.2 Population and Demography

Population and demographic characteristics have far reaching implications on the county's development. Various age cohorts present different needs with young population requiring the establishment of educational and health facilities. Youthful population requires focusing on youth empowerment programmes for skills and talent enhancement. To absorb the increasing labor force, investments in modern agricultural production and agro-based industries is necessary. The aged population on the other hand calls for allocation of resources for the provision of basic needs like water, food, clothing, shelter and medical services. The opportunities and challenges facing the county population are outlined below:

Figure 9 : Population Density Map



3.3.2.1. Opportunities

11. High proportion of Youthful Population: The youthful population constitutes the largest segment of the county population as 72.44% is under the age of 35 years. The youths (15-35 years) in the county account for about 33.3% of the county population. This population requires massive investment in skill development. This presents opportunities for youth empowerment programmes for skills and talent enhancement.
12. High proportion of labor force: The labor force (15-64 years) constitutes about 55.8% of the total population. This calls for investment in diverse sectors like modern agricultural techniques and agro-based industries as well as creation of self-employment opportunities so as to absorb the increasing labor force
13. Development of Special Programmes: To address the needs of the elderly the aged population (65+ years) constitutes about 5% of the county population. This population presents opportunities in the provision of basic needs like food, water, clothing, shelter and health services so as to cater for the needs of this age group. In addition, this group presents opportunities for the development of special programmes and strategies.
14. High Literacy Levels for Basic Education: The County has relatively high literacy levels for basic education at 91.1% compared to the national literacy rate at 81.53%. However, only a small segment of the population has attained tertiary level of education as represented by 2.5% of the population.
15. Over reliance on agriculture as a source of income presents opportunities for investment in agricultural production programs. Agriculture is the economic backbone of Nyamira County providing employment and income for a large number of the people. In addition, the county is a food basket for the region and the country supplying food commodities to the Kenya's capital, Nairobi.
16. High population is a market for good and services The county's population is projected to be 629,287 people as at 2021 and 691,028 people by 2030. This population constitutes the immediate consumers of the goods and services produced in the county. It gives the primary motive of production as without consumption there wouldn't be need for production.

3.3.2.2 Challenges

17. Low number of population with tertiary level of education: The county has a very low proportion of the population who have attained tertiary level of education as represented by 2.5% of the population. This could be attributed to low transition levels from basic to tertiary education. Individuals with low literacy

levels are more likely to experience fewer employment opportunities and outcomes thus lower incomes. As a result, they often face welfare dependency, low self-esteem and higher levels of crime. In Nyamira County, the low literacy levels in the male youths have pushed them to the boda boda sector leaving the agricultural sector with hardly no labor force. This reduces agricultural productivity. In addition, the high number of boda boda operators reduces the sector's profit margin.

18. **Overdependence in Agriculture as a Source of Livelihood:** Agriculture is the main economic activity in the county employing a significant number of the population. This could be attributed to the low number of population with tertiary level of education; hence majority of the population lack the prerequisite skills to compete for the few white color jobs. The overreliance on agriculture is however not sustainable due to the diminishing and sizes resulting to uneconomical farm sizes. The reduced land sizes are as a result of population pressure especially in the denser areas as more agricultural land is being set aside for the construction of homesteads to house the growing population. In addition, intergenerational transmission of land rights that requires fathers to subdivide their property, land included to their heirs has resulted to unregulated land subdivisions. As a result, the emerging subplots are too small in some areas for any economical agricultural production. This has negative implication on individual households' food and livelihood security.
19. **High Proportion of Dependent Population:** The county has a relatively high dependent population of 273,507 people as at 2021. This accounts for about 44.1% of the population and a dependency ratio of 79%. The county's dependency ratio is relatively high compared to the national ratio of 69.8%. A high dependency ratio indicates more financial stress on working people as there is an increased burden to undertake child upbringing and pay pensions for the elderly.

3.3 Land and Land Use

Land and land-based resources facilitate social and economic developments as land is a requisite for all human undertakings. The opportunities and challenges regarding land are outlined below:

3.3.1 Opportunities

1. Large land parcels in Esise and Mekenene Wards in Borabu Sub-County Nyamira County is characterized by small scale farms with average farm sizes of 0.7Ha with the exemption of Esise and Mekenene Wards with large scale farm holdings of average farm sizes of 4 Ha. The farms in Mekenene Ward are owned by multinational companies while local individuals own the farms in Esise Ward. These large farms sizes present opportunities for large scale production hence the farmers can reap from the benefits of economies of scale.

2. High proportion of arable land The county has a high percentage of farmland as about 88.2% of the land is planted. This comprises of 64.5% under farmland and 23.7% under tree cover. This implies that, a great proportion of the county land is suitable for farming activities.

Figure 10 : Land Use Classification Map

3.3.2: Challenges

1. Private land ownership: More than 90% of the county's land is under freehold and comprises of the rural hinterland. The prevalence of private land ownership makes implementation of county development projects costly due to land acquisition and compensation costs.
2. Unregulated land subdivision: There has been significant land subdivision activities over the years mainly for inheritance purposes as the African culture and traditions dictate that fathers have to subdivide the property, land included to their heirs. Gradually, this practice coupled with population pressure has resulted to uneconomical land holdings
3. Freehold land ownership rights in most parts of the county, freehold land ownership rights are held at extended family where a family title is held in the name of the great grandparents. This poses challenges in succession, land management and administration.
4. Land use changes where urban developments are eating up agricultural land Changes in land use patterns are linked to a rapidly increasing population in the rural areas. This growth rate translates to an increased pressure and demand for land resources. The agricultural farms surrounding the towns and market centres are under massive pressure as the land parcels adjacent to the urban centres are gradually being converted to urban land uses. This threatens the sustainability of the agricultural sector in these areas as agricultural land use can't be high for land as compared to commercial and residential land uses. O
5. Land fragmentation Land fragmentation in the county has been as a result of inheritance practices where all the heirs want to own land parcels both along the road and the riparian reserves. In addition, the small land sizes have forced the well up farmers to purchase or rent additional farm lots away from their original farms to add to their production levels. These fragmented land holdings have negative implications on agricultural production and food security due to the time lost accessing the fragmented parcels. There are also instances of increased disputes with neighbors.

3.4 Environment and Natural Resources:

Nyamira County has several ESAs which include green and open spaces, wetlands, hills/forests and water falls. These ESAs undertake key functions in the sustainability of the environment among them provision, regulatory, economic and cultural functions. They are however threatened by several human activities among them; farming, mining and construction. Opportunities and challenges affecting the environment and natural resources in the county are outlined below:

3.4.1 Opportunities:

6. High tree cover: The county has a relatively high tree cover of 35% compared to the recommended national minimum cover of 10%. Trees aid in; air purification through carbon sequestration, soil stabilization and protection from soil erosion, provision of timber and wood fuel and flood mitigation as the roots help in water infiltration to the ground.
7. Availability of several natural resources: The county is endowed with several natural resources like rivers, forest/hills, wetlands and water falls which provide opportunities for conservation, eco-system service provision and promotion of tourism.
8. Conducive climatic conditions for the thriving of these natural resources: The thriving of these natural resources is facilitated by the prevailing conducive climatic conditions in the county.

1. Challenges

1. Planting of inappropriate tree species: Majority of the riparian reserves are planted with eucalyptus trees. Eucalyptus trees are widely grown and utilized throughout the world as they are a valuable source of timber and wood fuel. These tree species however deplete groundwater, dominate other tree species and cause loss of soil fertility. They are indeed a key contributing factor to the drying up of some streams and reduction of water levels in some rivers.
2. Deforestation: Despite the high forest cover of 35%, the county suffers from significant deforestation activities. This is mainly as a result of overreliance of wood fuel and the need for other wood products like timber. The county relies mainly on wood fuel for cooking with about 84.3% using firewood and 3.5% using charcoal for cooking. Apart from household wood fuel consumption, the tea factories in the county use firewood to process the tea leaves. In addition, several institutions like schools use firewood for cooking. Furthermore, due to the population pressure in the county, individuals are clearing trees to pave way for settlements and crop farming so as to house and feed the increasing population respectively.
3. Boundary tree planting conflicts: Planting of trees along the farm boundaries is a common practice in the county. Trees are used to demarcate the farm boundaries and in some instances, due to the small land sizes, there are no land parcels left for tree planting and farmers are forced to utilize the farm edges. In addition, competition for land with other farm land use allocations pushes tree planting to the edges as the little available land is allocated to production of staple food. This practice has resulted to significant conflicts as farmers on both sides want to utilize the edges for tree planting.
4. Encroachment of riparian reserves and forests: Rapid human population growth and overexploitation of resources are the main causes of land use and land cover change along river basins. In addition, agricultural land and urban settlements have increased at the expense of forests and grasslands. The conversion of land use and land cover into agricultural land and urban settlements has resulted to various environmental

consequences like loss of ecosystem integrity, ecosystem imbalance and below optimum provision of ecosystem services.

5. Poor waste management causing pollution on the rivers: Most of the market centres do not have designated solid waste collection and disposal sites. This has led to sprouting of illegal disposal sites in the market centres as well as indiscriminate waste disposal. The disposal sites are also poorly managed. The poor waste management practices in the county cause significant pollution of the rivers as the waste is swept by surface runoff into the rivers. In addition, about 95% of the households use pit latrines for human waste disposal. The use of pit latrines impacts negatively on the quality of the underground water. The threats are even higher in flood prone areas where these latrines can contaminate surface run off. The health threat of this mode of waste disposal is alarming as about 80% of the population in Nyamira County depend on springs, streams, rivers and wells as the main water sources for their domestic use.
6. Environmental degradation: Environmental degradation in the county is as a result of unsuitable farming methods, effects of climate change, poor solid waste management, soil erosion, deforestation, quarrying activities and invasive species. Floods and landslides The county is susceptible to flooding and landslides due to the high rainfall amounts experienced in the county coupled with increase in impervious cover.

Human Settlements and Urbanization

Human settlements play a critical role in development as they are centres of social interactions, services and utility provision. These settlements are influenced by several parameters among them climatic conditions, infrastructure networks like roads, water and electricity as well as availability and access to gainful employment. Migration of rural population to major towns in search of employment and other services like education and health has resulted to strained infrastructural facilities in these urban centres. The human settlements and urbanization trends in the county present several opportunities and challenges as outlined below:

3.4.1 Opportunities

1. Strategic location: The County is located within the LREB among other 13 counties with similar ecological zones, natural resources and analogous cultural histories. The county benefits from the synergist links among the other counties in the bloc. In addition, majority of the towns and market centres are situated along transportation corridors, enhancing their accessibility.
2. Dense settlements provide ready market for products and are cheaper to service Consumption is the main motivation for production, as there won't be need for production without adequate consumption. The dense populations both in the rural and urban centres translate to demand for goods and services. These dense settlements are also cheaper to service compared to linear and leap frog developments.

3. High percentage of home ownership at 85.5% The county has relatively high percentage of home ownership at 85.5% compared to the national percentage of 61.3%. This could be attributed to the fact that majority of the population resides in the rural areas where they have constructed their homesteads within the agricultural farms.
4. Manga Sub-County is earmarked for the development of housing under the big 4 agenda. Affordable housing is one of the Government's big 4 agenda with the others being food security, manufacturing and affordable health care. The implementation of the housing project in Manga Sub-County is expected to propel investment in other sectors and spur the area's economic growth.

Figure 11: Map 8. Urban Extents



3.4.2 Challenges

5. Linear and leapfrog developments: Most market centres have developed along the major roads resulting to linear and leap frog developments. These developments are expensive to service.
6. Haphazard developments, urban decay and poor aesthetics of the market centres The towns and market centres in the county developed without any spatial framework to guide their development. As a result, majority of the centres are characterized by haphazard developments. In addition, the centres are not planned with the exemption of Nyamira Town, Miruka, Nyamaiya, Kioge, Ting'a, Sironga, Nyaramba, Kebirigo and Konate Market Centres though the plans are yet to be implemented. Some of the structures in the towns and market centres are in a dilapidated state as they are characterized by ugly walls and corroded roofs.
7. Poor solid waste management results to poor aesthetics in majority of the urban centres.
8. Limited accessibility and connectivity of the market centres Majority of the roads connecting the market centres are gravel and earth roads. The earth roads are in deplorable condition especially during the rainy season.
9. Inadequate land for future expansion of the urban centres as they are surrounded by freehold farm holdings. Majority of the market centres in the county were established by the former councils who identified public lands for potential growth of these centres and defined their boundaries.
10. Terrain The rugged topography in most of the urban centres has been a major limitation to their growth and development. For instance, construction of roads to certain places especially the hilly and low lands is costly and unfeasible in some areas. This renders some areas inaccessible. In addition, piping of the water from the various water sources in the low lands to the majority of the homesteads in the hilly areas is very costly, rendering it unfeasible.

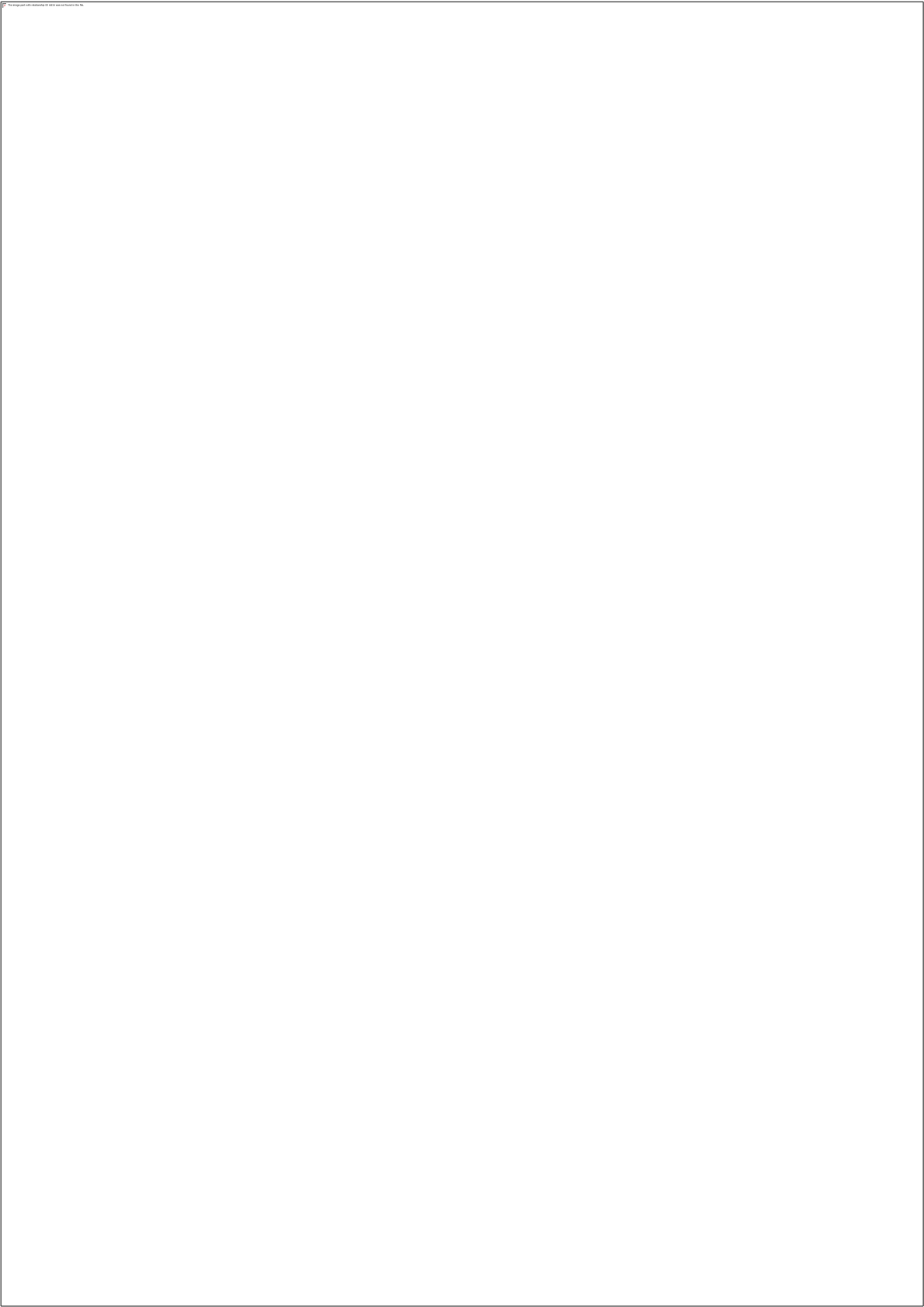
3. 5 Transport, Infrastructure and Services

Efficient transport, infrastructure services and utilities are prerequisite to socio-economic growth and development. The roads open up resource potential areas, link activity spaces and enable the circulation of goods and services. Water, ICT, energy, sanitation services and social infrastructure function towards uplifting the quality and standards of life for the county residents. This sector is presented with numerous opportunities and challenges as outlined below;

3.5.1 Opportunities

1. High connectivity of the county to the regional hinterland via the existing road network in the region: The county is well connected to the hinterland with Kisii-Chemosit road (B4) and Konate-Senta Road (B5) being the main roads connecting the county with other regions. Other roads linking Nyamira County to the rest of the region are; Narok – Kisii (B3), Kisii – Nyamira road (C21), Kisumu – Kisii Road (A1), Oyugis – Kendu Bay Road (C26), Kisii- Rongo Road, Kaplong – Chemasit – Kericho Road, Kericho – Kapsoit – Awasi – Ahero Road, Kebirigo – Ekerenyo – Ikonge – Chemosit Road, Ikonge – Magwagwa – Chabera Road among others

Figure 12: Road Network and Classification



1. Challenges

2. **Poor road conditions:** The county is characterized by poor road conditions with only about 20.1% of the classified roads being of bitumen surface type. About 27.6% of the roads are unclassified and are mainly earth roads. In Bosamaro Ward, for instance all the roads are earth roads. Majority of the gravel roads on the other hand are in poor condition due to poor maintenance and constant erosion of the top surface. The poor road condition especially for the earth roads renders them impassable during the rainy seasons. This poses a challenge in the transportation of farm inputs and produce.
3. **Encroachment of road reserves:** Majority of the road reserves have been encroached by informal businesses in the urban centres bringing about issues of space contestation between the road users, traders and customers. Lack of bus terminus and parking spaces Most of the market centres in the county lack bus terminus with the exemption of Nyamira Town, Keroka Town and Ekerenyo Market Centre. This forces the Public Service Vehicles (PSVs) to load and offload along the roads. There are also no parking spaces in the urban centres and motorists are forced to park along the road reserves or building pavements.
4. **Poor connectivity between the market centres :** Despite the existence of roads connecting all the market centres, some of the roads are in a sorry state. The situation is further aggravated by missing bridges and poor conditions of the available bridges in some of the roads. This makes accessibility to some of the market centres a challenge.

3.6 ICT

3.6.1 Opportunities

5. Relatively high ICT proficient population: About 45% of the county population own mobile phones, 16% utilize the internet while 7% use laptops, tablets, computers and desktops. This presents opportunities for engagement in ICT related businesses.
6. Easier accessibility of ICT equipment's: Accessibility to ICT equipment has become easier over the years since their introduction in the country. There are several electronic shops in the county headquarters (Township) where the county residents can access various devices at their convenience.

3.6.2 Challenges

7. Low budgetary allocation and inadequate staffing to operate the ICT infrastructure. o Inadequate skills in the ICT sector among staff in the county departments coupled by lack of training programmes to equip the staff with the required skills.
8. Low network reception in some areas, especially the low land areas as reception is hindered by the hilly areas. The residents have to move to higher grounds in search of network reception o Lack of resource centres, GIS lab and equipment for data storage and retrieving

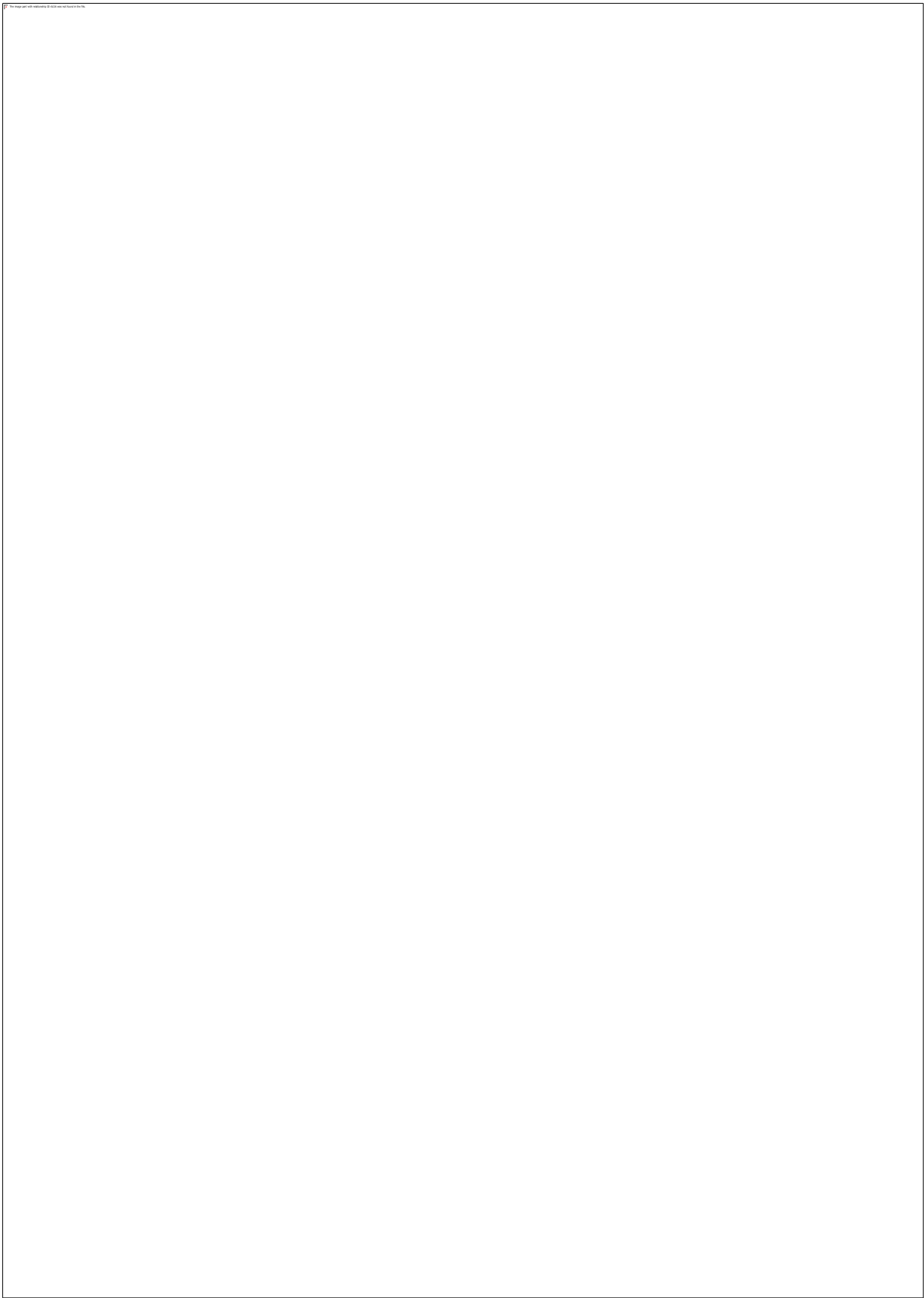
3.7 Energy

3.7.1 Opportunities

1. Renewable energy sources: The Northern parts of the county comprising of the areas around Miruka, Nyamusi and Chabera have high solar potential that can be harnessed for solar power generation even at the household level. The area around Manga ridges, an area near Birongo Market Centre in Masaba North SubCounty and an area near Ekerenyo Market in Nyamira South Sub-County with relatively high wind power density of between 301 - 400 Watts per Square Metre are potential areas for wind power generation. There is also potential for production of biomass for cooking, though at household level. Tapping into these renewable energy sources could help minimize the negative effects of climate change.
2. Last mile connectivity: This presents an opportunity to connect other areas with electricity. 11.7.3.2 Challenges Over-reliance on wood fuel for cooking Wood fuel is the main source of cooking energy with 84.3% and 3.5% of the population using firewood and charcoal respectively. In addition, the tea factories in the county use firewood for the processing of tea leaves. The use of wood fuel has implications on the environment as it leads to air pollution and reduction in tree cover.

3. Low electricity reticulation as some of the areas are not connected to the national grid: The current electricity coverage in the county stands at 49.5% which translates to about 85,548 connections. There are areas without electricity connectivity in the county like; Obwari, Gesura, Ensoko and Kiabora. These areas need to be connected to the national grid as electricity is a major component of socio-economic development.

Figure 13 : Electricity Reticulation Map

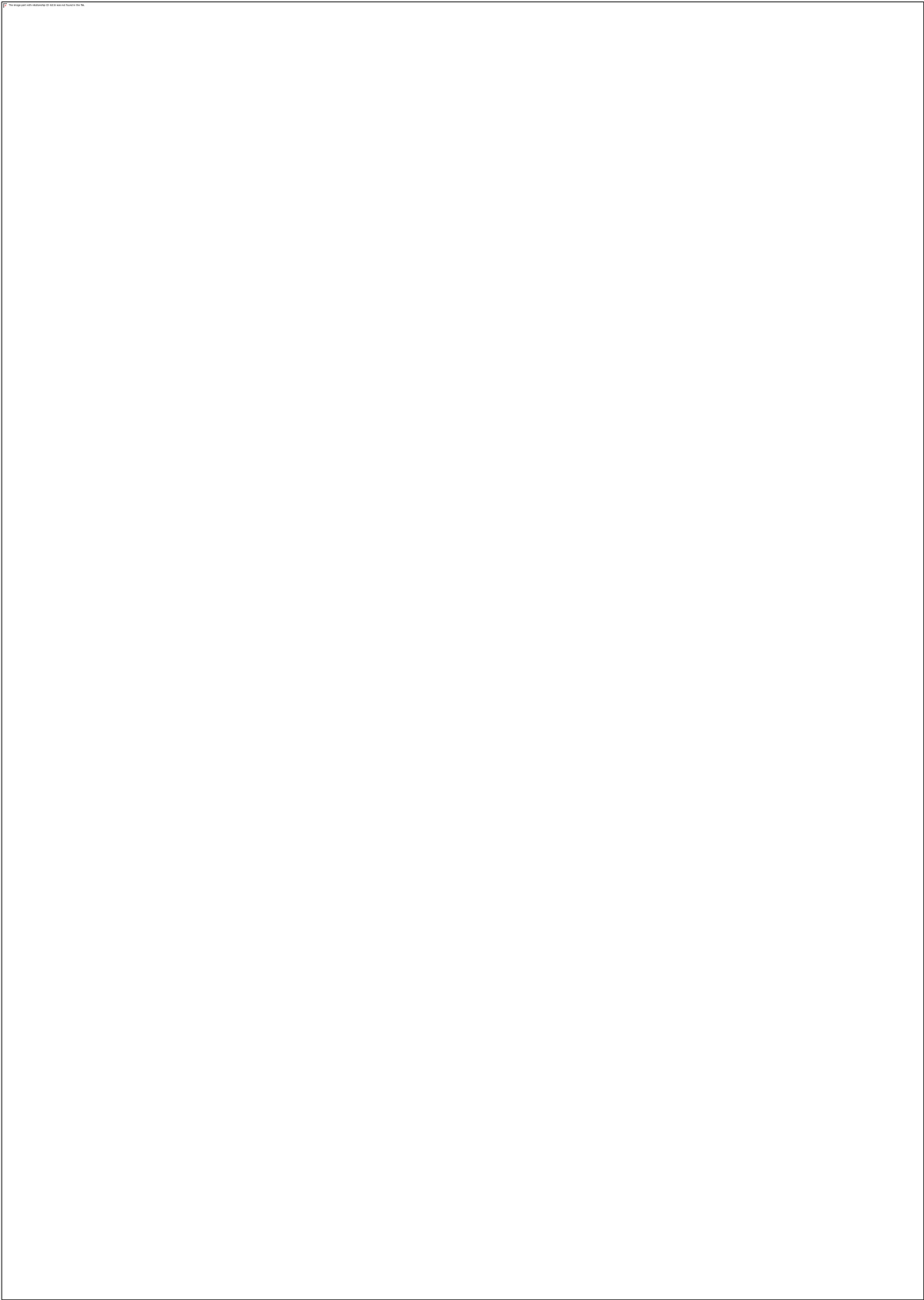


3.8 Water and Sanitation

3.8.1 Opportunities

4. Availability of water sources both surface and underground water sources : The county has about 2,021 shallow wells, 735 protected springs, 69 dams as well as over 2,790 unprotected springs and 7 permanent rivers. The availability of these water sources presents opportunities for easier access to water for both domestic and agricultural use.
5. High rainfall amounts present an opportunity for rain water harvesting The high rainfall patterns of between 1200 mm – 2100 mm per annum present an opportunity for rain water harvesting through creation of large-scale runoff collection reservoirs and household rainwater harvesting.
6. High water tables: The high-water tables in the county present opportunities for drilling of shallow wells. This explains the high number of shallow wells at the county which stands at 2,021. o Availability of waste The current solid waste generation in the county as at 2021 amounts to 104,146 tonnes and is projected to be 116,024 tonnes in 2030.

Figure 14 : Water Sources



3.8.2 Challenges

7. **Water:** Over reliance on river and spring water Springs and rivers are the main water sources in the county, with about 36.6% using water from the streams/rivers while 36.4% and 9.4% utilize water from protected and unprotected springs respectively. o Inadequate water for the market facilities Water reticulation is only available in Nyamira and Keroka Towns. The rest of the towns rely on obtaining water from their natural sources.
8. **Inaccessibility of water sources** Despite the numerous water sources available in the county, water is not accessible to majority of the residents residing on the hilly areas as majority of the water sources are located at the low lands. The situation is further aggravated by the area's topography which makes development of water reticulation from the low areas to the hilly areas unfeasible.
9. **Poor water quality:** The water quality in the county is compromised by constant pollution from the poor waste management practices carried out. Lack of designated solid waste management sites in most of the market centres has resulted to indiscriminate disposal of waste
10. **Unprotected dams** The unprotected dams are safety hazards to the county population as they are potential drowning areas. Siltation of some of the dams has made them dysfunctional over the years while privatization of others has made them inaccessible to the general public.
11. **Rivers/springs :** The rivers and springs are threatened by the planting of inappropriate tree species mainly eucalyptus trees. These tree species are a key contributing factor to the drying up of some streams and reduction of water levels in some rivers, wetlands and springs. o Lack of sewer reticulation network in the major urban centres Sewer reticulation is only available in Keroka Town. The rest of the urban centres don't have a sewer reticulation network.

3.9 Education

1. Opportunities

12. **Have adequate schools :** Based on the standards for the provision of educational facilities as outlined in the Physical Planning Handbook (2007), the existing educational facilities in the county are in surplus. This offers adequate learning institutions for the school going population. Presence of tertiary institutions The county has a total of 54 public TVETs spread across the county. The presence of tertiary facilities presents opportunities to further education as it offers alternatives to transition from secondary education to skill development. The student and staff population in these institutions provides a ready market for

farm produce grown in the county and present opportunity for the construction of accommodation facilities.

1. Challenges

13. Location of schools in the wetlands especially in Sironga making it difficult for infrastructure development
14. High number of pupils/students in boarding schools resulting to overstretched infrastructural facilities and services
15. Derelict infrastructural facilities in most of the public primary schools. o Poor waste management; solid waste is burnt in the open while inadequate land sizes constrain construction of additional pit latrines.
16. Poor accessibility of some of the schools within the rural areas due to impassable roads during the rainy season
17. Inadequate support infrastructure like appropriate sanitation facilities and learning materials o Delay in disbursement of funds to public schools affecting the smooth operation of school programs
18. High pupil/student teacher ratios in the public schools leading to overstretched teaching staff and poor performance of the pupils in national exams.
19. Inadequate land for the tertiary institutions as most of them are housed within primary or secondary schools land.
20. Inadequate schools for the physically challenged pupils forcing them to attend the normal schools without the prerequisite facilities for their learning.
21. Lack of water in some institutions making pupils carry water with jerricans to school. This practice is quite tiring to some of the pupils, thus affecting their concentration in class and their performance in general.

Figure 15 : Distribution of Primary Schools

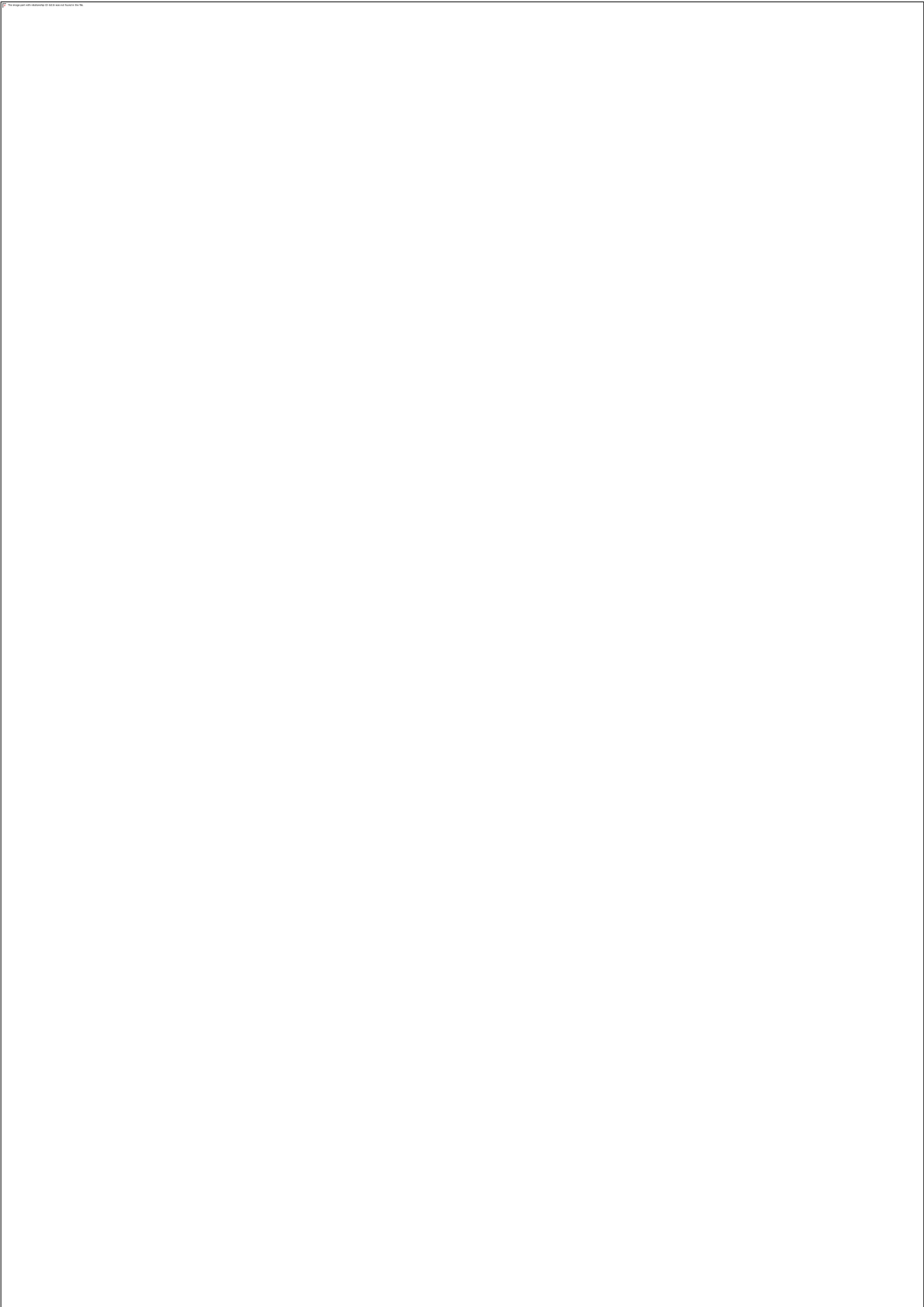


Figure 16 : Distribution of Secondary Schools

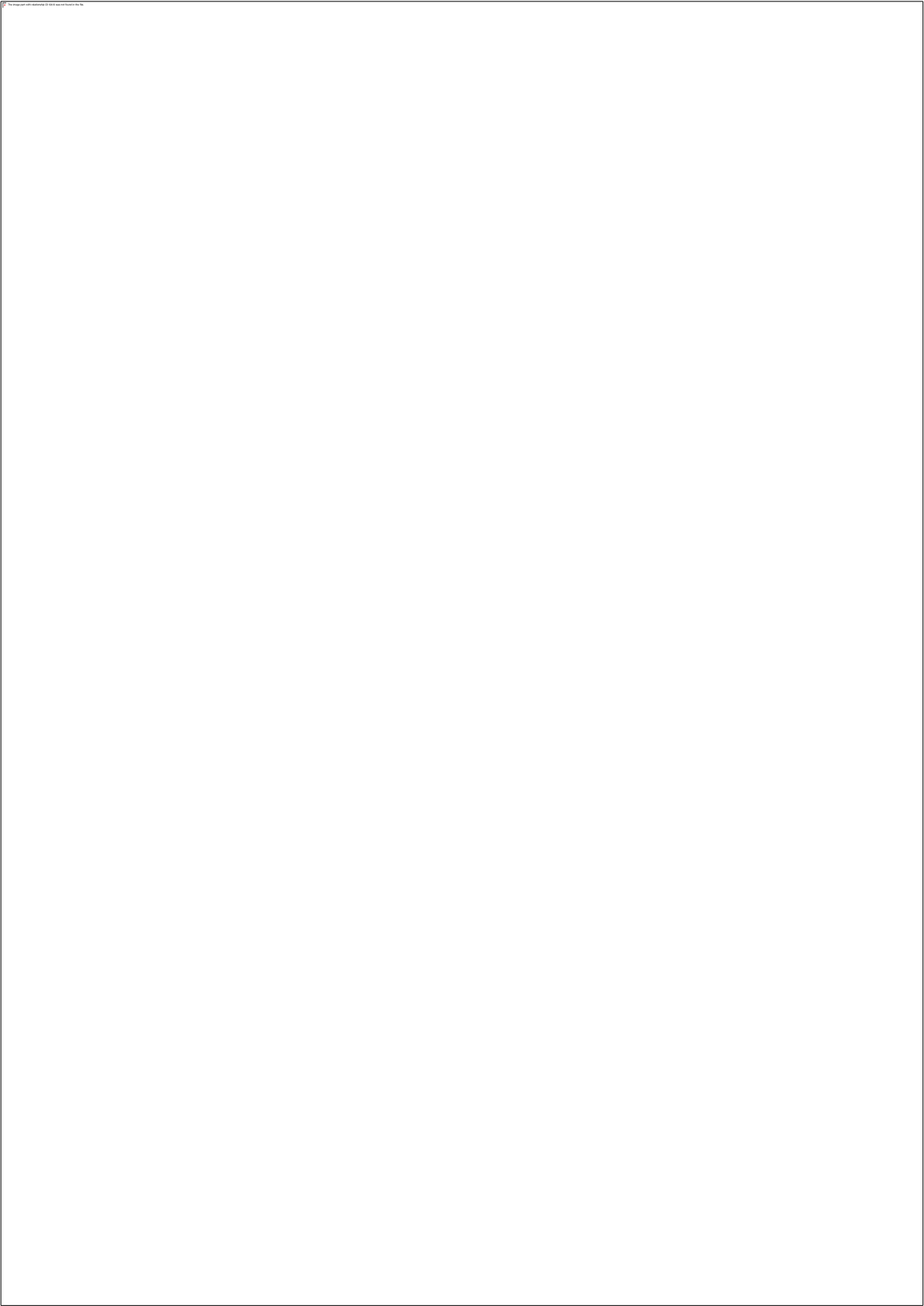


Figure 17 :Distribution of Tertiary Institutions

3.10 Health

3.10.1 Opportunities

22. Availability of county referral hospital Nyamira County Referral Hospital is a government health facility which provides comprehensive medical and surgical services. The presence of the facility within the county presents a good opportunity to the county residents to access high level medical services in close proximity.
23. Adequate health facilities Based on the standards given by the ministry of health with regard to provision of health facilities versus the catchment population, the county has adequate public health facilities. However, despite the over-provision of health facilities, private health facilities have been mushrooming. This could be attributed to the deplorable state of some of the public facilities and lack of the requisite equipments and drugs.

3.10.2 Challenges

24. Inadequate staffing leading to overstretched medical staff. The doctor: population ratio is 1:11,906 against the Kenyan ratio of 1 doctor per 10,000 people. This indicates overstretched medical personnel. The inadequacy in staffing leads to low motivation hence low productivity. o Poor accessibility of some health facilities located in the rural areas due to impassable roads during the rainy season.
25. Inadequate medical equipment, drugs and lack of specialized treatment in most public facilities leading to sprouting of private facilities.
26. Poor conditions of some of the health facilities, for instance some of the facilities are in derelict state rendering them dysfunctional.
27. Stalled projects; the construction of most of the proposed health facilities has stalled.
28. Mushrooming of private health facilities to fill in the niche as a result of poor services in the public health facilities.
29. Increased lifestyle diseases among the elderly for example high blood pressure, diabetes and arthritis hence the need for special facilities to help fight such illness.
30. Locational disadvantage of some of the health facilities like Ikonge dispensary which is located downhill making it inaccessible to majority of the residents due to the county's rugged terrain.

Figure 18 : Distribution of Health Facilities

CHAPTER 4: DEVELOPMENT PRIORITIES, STRATEGIES AND PROGRAMMES

This Chapter provides sector development priorities, strategies, programmes, flagship projects, and cross-sectoral linkages.

4.1 Development Priorities and Strategies

4.1.1 The Sector has the following subsectors with distinguishable constitutional functions.

- Roads
- Transport, and Public Works
- Disaster Management
- Information and communication Technology (ICT)
- Energy

4.1.2 Sub Sectors and their Roles

a) Roads

The mandate of the subsector includes the following

- Design, construction, improvement, repair and maintenance of county roads and related facilities;
- Motor Vehicles Inspection
- Mechanical and transport services
- County Transport, roads, public works and disaster management policy planning and management
- Protection of County road reserves
- Maintenance of inventory of government property in liaison with the County treasury
- Overseeing provision of mechanical and electrical(Building) services to public buildings
- Development and management of government buildings

b) Transport, and Public Works

- Motor Vehicles Inspection
- Mechanical and transport services
- County Transport, roads, public works and disaster management policy planning and management
- Maintenance of inventory of government property in liaison with the County treasury
- Overseeing provision of mechanical and electrical(Building) services to public buildings

- Development and management of government buildings

c) Information and communication Technology (ICT)

The mandate of the Subsector includes the following

- To automate all County Government services for effective service delivery.
- To facilitate dissemination of information for decision making through ICT
- To provide a data bank for the County Government of Nyamira
- To maintain and service all ICT equipment and software in Nyamira county
- To enhance internal communication through installation of Networks
- To improve service delivery to Nyamira residents through use of ICT
- To facilitate other Departments to be effective in Service delivery technology

d) Energy

- Implementation of rural electrification and promotion of alternative energy sources

e) Disaster Management

- To coordinate all DRM issues in the country
- To advice the National and County Governments, private sector and all stakeholders in DRM.
- To coordinate, collect, review and analyze information relevant to DRM.
- To establish a National Early warning and emergency community system
- To promote disaster risk management capacity building, training and education throughout the country including in school
- To promote and strengthen linkages with key state department, international organizations, counties, wards and community based disaster management structures.
- To promote research into all aspects of disaster management.
- To oversee regular drills and exercises in all public establishments

4.1.3 Vision, Mission and Core Values

a) Vision

- To provide reliable transport system and state of the art public works for improved quality of life.

b) Mission

- To promote adequate, safe and well maintained transport system, roads infrastructure and public works services for socio-economic development.

c) Core Values

- The Core values and principles that guide and consign the staff and Political leadership of the
- Department of Transport, Roads and public works to the above Vision and Mission in providing
- services are enlisted below:
- Professionalism: adherence to the defined rules, standards and guidelines of the respective disciplines, exhibiting professionalism, competence and honesty.
- Integrity: highest standards of integrity, TRPW shall not place its self under any financial or other obligations to individuals or organizations that might seek to compromise our professional behavior in performance of our duties.
- Quality Assurance: We shall put in place measures and mechanisms that will ensure our clients deliver/receive quality services and works within budget and time.
- Selflessness: We shall put public interest above personal interest without consideration of any financial or material benefit and gain.
- Objectivity: We shall make decisions based on merit, researched information, professional codes and other codes of good practice.
- Customer/Client focus: We shall put the interests of our customers/clients as our first priority. We shall always seek to meet our customers' needs and expectations.
- Partnership: We shall engage our partners in planning, designing, implementing, monitoring and evaluating our programmes and Projects.
- Optimal use of resources: We shall optimally use resources in the attainment of the Ministry objectives and targets.
- Transparency and Accountability: We shall be transparent and accountable for our decisions, actions and inactions.
- Responsiveness: We shall respond to our clients effectively and efficiently when called upon.
- Impartiality: We shall provide services to all clients without discrimination on the basis of gender, race, colour and religion or creed or ideological orientation or social status
- It envisions “a county with reliable transport system and state of the art public works for improved quality of life

- Strategic Goals
- Ensure passable and safe road network
- Ensure timely maintenance of vehicles and machinery to minimize down town
- Develop and maintain cost effective government buildings and other public works.
- Prevent and reduce existing disaster risk
- Support and increase efficiency in service delivery.

e) Sector Goals

Roads:

- To open new access roads and maintain existing rural roads
- Transport:
 - To develop a transport policy/legislation and ensure full enforcement of road safety rules and regulations
 - To ensure timely and accurate inspection of machines and vehicles
- Public works:
 - To build new public works such as new buildings, civil works and building services
 - To demolish, refurbish, rehabilitate and redesign public works

Disaster Management

- Ensure effective and coordinated disaster preparedness, response, recovery and rehabilitation that provide protection both physically and in terms of human dignity.
- Establish and strengthen institutional mechanisms and capacities for Disaster Management

Table 7 : Sector Priorities and Strategies

Sector Priorities	Strategies
Reduce traffic jam in the central area	<ul style="list-style-type: none"> • Construct more parking lots • Construct extra BACK streets to off load traffic & open existing narrow roads • Control urban development
Ensure passable and safe road network Improve road network in the county	<ul style="list-style-type: none"> • Undertake regular Routine Maintenance on the roads that are in a good condition (maintainable

	<p>network).</p> <ul style="list-style-type: none"> • Spot Improve bad sections of the good roads to consolidate the maintainable network. • Partial rehabilitation of prioritised links in order to improve connectivity and provide access to the majority of the population • Construct bridges and drainage systems at appropriate points and junctions where there is no road continuity.
Ensure sustanaibity of safety to road users	<ul style="list-style-type: none"> • Replace missing road furniture • Install new road furniture • Provide sustainable budget • Hold public awareness meeting
Ensuring proper drainage systems	<ul style="list-style-type: none"> • Maintain the drainage systems regulary • Constuct new culverts at appropriate points • Introduce new drainage systems where needed • Unblock any blocked existing drainage system
Increase classified roads networks	<ul style="list-style-type: none"> • Carry road inventory survey of all roads in the county • Policy review on road classification
Cover the entire area in road networking	<p>To procure:</p> <ul style="list-style-type: none"> • Prime mover. • Excavator • Shavel • 2 Tippers
Improved employee skills	<ul style="list-style-type: none"> • Put up a Training programme and resources for the same
Enhance disaster response methods	<ul style="list-style-type: none"> • Capacity building of the team • Recruitment of more firefighters and divers
Enhance reliabity and stability of power supply to Nyamira	<ul style="list-style-type: none"> • Provision of adequate financial resources • Capacity building especially in the area of

	renewable energy <ul style="list-style-type: none"> • Collaboration with experts in the industry such as REREC
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4.2: Sector Programmes and Flagship Projects

4.2.1 Sector Programmes to be implemented within the Planned Period

Table 8 : Sector Programmes to be Implemented within the Planned Period

Programme 1 : Road Transport									
Objective: Ensure passable and safe road network									
Outcome: Improved transportation of goods and people									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets	Planned Target and Indicative Target				Total Target	Total Budget (Ksh. M)
				2023-2027		2028-2033			
				Target	Cost (M)	Target	Cost (M)		
Construction of Roads and bridges	Roads constructed to bitumen standard	Km of roads constructed to bitumen standard	Goals 8, 9, 11, 12	25	600	25	600	50	1200
	Roads constructed to gravel standard	Km of roads constructed to gravel standard	Goals 8, 9, 11, 12	500	500	500	500	1000	1000
	Bridges Constructed	No. of Bridges Constructed	Goals 8, 9, 11, 12	5	50	5	50	10	100
	Box culverts constructed	No. of Box Culverts Constructed	Goals 8, 9, 11, 12	20	80	20	80	40	160
	Foot bridges constructed	No. of foot bridges constructed	Goals 8, 9, 11, 12	3	12	3	12	6	24
	Pipe culverts Constructed	M of pipe culverts constructed	Goals 8, 9, 11, 12	2000	37.5	2000	37.5	4000	75
	Road Management System Procured	No of Road Management System Procured	Goals 8, 9, 11, 12	1	15	1	15	2	30

	Road Constructed Alternative Technology	KM of Road done by Alternative Technology	Goals 8, 9, 11, 12	10	50	10	50	20	100
								0	0
Rehabilitati on & Maintenanc e of roads	Roads Rehabilitated & Maintained	Km of roads rehabilitated & maintained	Goals 8, 9, 11, 12	750	500	750	500	1500	1000
	Road construction equipment purchased	No. of road construction equipment purchased	Goals 8, 9, 11, 12	2	80	2	80	4	160
Total								6632	3849
Programme 2 : Transport and Mechanical Services									
Objective: Ensure timely maintenance of vehicles and machinery to minimize down town									
Outcome: Improved service delivery through continued availability of vehicles and machines									
Sub Programme	Key Output	Key performance Indicators	Linka ge to SDG Target s					Total Target	Total Budget (Ksh. M)
Maintenanc e of motor vehicles and road construction machinery	Workshop constructed	No. of workshop constructed	Goals 8, 9, 11, 12	2	30	2	30	4	60
	Workshop equipment purchased	No. of workshop equipment purchased	Goals 8, 9, 11, 12	5	5	5	5	10	10
	Motor vehicle and machinery Serviced	No. of motor vehicles and machinery serviced	Goals 8, 9, 11, 12	205	10.5	205	10.5	410	21
	Motor vehicle and machinery repaired & maintained	No. of motor vehicle and machinery repaired & maintained, Tyres	Goals 8, 9, 11, 12	205	50.5	205	50.5	410	101
Fuel shortage and adulteration	Construction of a petrol station	No of petrol stationed construction	Goals 8, 9, 11, 12	1	15	1	15	2	30
Purchase of Constructio n Equipment and Machinery	Construction Equipment's Purchased	No of Construction Equipment's Purchased	Goals 8, 9, 11, 12	8	400	8	400	16	800
Purchase of Supervising Vehicles	Supervising Vehicles Purchased	No of Supervising Vehicles Purchased	Goals 8, 9, 11, 12	3	15	3	15	6	30
Procureme nt of County Fleet Managemen t System	County Fleet Management System Procured	No of County Fleet Management System Procured	Goals 8, 9, 11, 12	2	30	2	30	4	60
Total								862	1112
Programme 3: Disaster Management									
Objective: Ensure resilient disaster preparedness and response									

Outcome: Strengthen Disaster management capacity									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Target s					Total Target	Total Budget (Ksh. M)
Rapid response to disaster through improvement of disaster response infrastructure and equipment.	Purchase fire engine	No. of fire engine purchased	Goals 8, 9, 11, 12	3	120	3	120	6	240
	Purchase of PPE Kits	No. of PPEs Purchased	Goals 8, 9, 11, 12	5	10	5	10	10	20
Disaster risk reduction	Inspection of public facilities	No of facilities Inspected	Goals 8, 9, 11, 12	1720	8.6	1720	8.6	3440	17.2
	Disaster Mgt training conducted	Disaster Mgt training conducted	Goals 8, 9, 11, 12	225	4.5	225	4.5	450	9
Total								3906	286.2
Programme 4 : Public Works									
Objective: Ensure all tender documents are prepared on timely as per request and development is controlled									
Outcome: Improved physical and social infrastructure in urban areas									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Target s					Total Target	Total Budget (Ksh. M)
Government Buildings	Office block buildings completed	No. of offices constructed	Goals 8, 9, 11, 12	2	60	2	60	4	120
	Tender documents prepared	No. of tender documents prepared.	Goals 8, 9, 11, 12	200	12.5	200	12.5	400	25
	Project management	No. of projects supervised.	Goals 8, 9, 11, 12	200	15	200	15	400	30
Building development control	Building plans approved	No. of building plans approved	Goals 8, 9, 11, 12	500	10	500	10	1000	20
Total							Total	1804	195
Programme 4 : General Administration Planning and Support Services									
Objective: To support and increase efficiency in service delivery.									
Outcome: Improved and efficient administrative, financial and planning support services									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Target s					Total Target	Total Budget (Ksh. M)
General administration	Employee compensation	No. of employees compensated	Goal 17, 10, 8	700	548	700	548	1400	1096

Policy Development and Planning	Statutory reports	No. of statutory reports prepared and Submitted on time	Goal 17, 10, 8	50	15	50	15	100	30
	Preparation of the bills and policies	No. of bills and policies developed	Goal 17, 10, 8	11	11	11	11	22	22
	Monitoring and evaluation reports	No. of monitoring and evaluation	Goal 17, 10, 8	500	10	500	10	1000	20
Human resource Development	Staff trained	No. of staff trained on competency skill	Goal 17, 10, 8	100	20	100	20	200	40
Total								2722	1208

Programme Name: CORPORATECOMMUNICATION

Objective: To Create awareness to the Public on Government Projects, Programs and Effective Service Delivery

Outcome: Communication Results

Sub Programme	Key Output	Key performance Indicators	Linka ge to SDG Target s					Total Target	Total Budget (Ksh. M)
Corporate communicat ion	Sensitization of internal and external stakeholders	Number of stakeholders trained	<i>SDG 4</i>	2750	15	2750	15	5500	30
	Staff trained	Number of staff trained	<i>SDG 4</i>	25	5	25	5	50	10
	Established of information/ Media center	Number of information/Media center	<i>SDG 4</i>	5	10	5	10	10	20
	Structured publications and documentaries	Number of publications and documentaries	<i>SDG 4</i>	60	30	60	30	120	60
	Established Feedback mechanism on county projects/programs	Number of feedback on county projects/programs	<i>SDG 17</i>	60	12	60	12	120	24
	Developed policies and regulations	Number of policies and regulations	<i>SDG 17</i>	6	6	6	6	12	12
	Purchased communication tools/Working tools	Number of communication tools	<i>SDG 17</i>	55	15	55	15	110	30
							Total	5922	186

Programme Name: ENERGY

Objective: Full access to affordable, adequate and reliable energy for social-economic transformation.

Outcome: Electricity Coverage Increased from 49.5% to 70%

Sub Programme	Key Output	Key performance Indicators	Linkage to SDG	Performance Indicators				Total Target	Total Budget (Ksh. M)
				Indicator 1		Indicator 2			
				Target	Actual	Target	Actual		

			Target s						
Street lighting	Installation of 1000 solar powered lights	No. of solar powered lamps installed.	<i>SDG 4</i>	10 00	250	10 00	250	200 0	500
	Installation of 500 electric lights in major towns.	No. of electric lights installed	<i>SDG 17</i>	50 0	100	50 0	100	100 0	200
Rural Electrification	70 percent rural area coverage	%age access rate	<i>SDG 17</i>	10 %	500%	10 %	500%	0.2	10
Establishment of Other sources of Energy	Establishment of 1 power generation plant.	No. of power generation stations	<i>SDG 17</i>	1	500	1	500	2	1000
Total								300 2.2	1710
Programme : Infrastructural and Communication Technology									
			Linkage s to SDG						
Sub Programme	Key Output	Key Performance Indicators		Planned Target and Its Indicative Budget (M)					
				2023-2027		20027-2033		Total Target	Total Budget (M)
				Target	Budget (M)				
ICT Infrastructural Development	ICT Staff Trained	Number of ICT staff trained	<i>SDG 4</i>	25	5,000,00 0	25	5,000,00 0	50	10,000,0 00
	ICT Policies	Number of ICT Policies	<i>SDG 17</i>	1	2,000,00 0	1	2,000,00 0	2	4,000,00 0
	ICT Steering Committee	Number of ICT Steering Committee	<i>SDG 17</i>	1	2,000,00 0	1	2,000,00 0	2	4,000,00 0
	Machine Servicing	Number of machined serviced	<i>SDG 17</i>	14	10,000,0 00	14	10,000,0 00	28	20,000,0 00
	Machine Purchased	Number of machines purchased	<i>SDG 9</i>	70	10,000,0 00	70	10,000,0 00	140	20,000,0 00
	Call Centre	Number of call centers	<i>SDG 9</i>	1	8,000,00 0	1	8,000,00 0	2	16,000,0 00
	Innovation Centres	Number of Innovation centres	<i>SDG 9</i>	5	15,500,0 00	5	15,500,0 00	10	31,000,0 00
	LANs Installed	Numbers LANs installed	<i>SDG 9</i>	66	12,000,0 00	66	12,000,0 00	132	24,000,0 00
	Biometrics System	Number of Biometric systems	<i>SDG 9</i>	2	4,000,00 0	2	4,000,00 0	4	8,000,00 0
	Fleet and Fuel Management System	Number of Fleet and fuel management system	<i>SDG 9</i>	2	4,000,00 0	2	4,000,00 0	4	8,000,00 0

Electronic data management system	Number of electronic data management system	SDG 9	2	8,000,000	2	8,000,000	4	16,000,000
E-cabinet and MS office 365	Number of E-cabinet and MS office 365	SDG 9	5	7,000,000	5	7,000,000	10	14,000,000
Backups and network servers	Number of backups and network servers	SDG 9	3	4,000,000	3	4,000,000	6	8,000,000
Data centres	Number of Data centres	SDG 9	5	23,000,000	5	23,000,000	10	46,000,000
Wifi Hot spots	Number of wifi Hot spots	SDG 9	5	5,000,000	5	5,000,000	10	10,000,000
VOIPs installed	Number of VOIPs installed	SDG 9	5	10,000,000	5	10,000,000	10	20,000,000
Point to point connectivity	Number of point to point connectivity	SDG 9	5	8,000,000	5	8,000,000	10	16,000,000
Total							434	275,000,000

Flagships to be implemented in the Period

Table 9 : Flagships to be Implemented in the Period

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (KSh.)	Source of Funds	Lead Agency
Construction and operationalization of Fire Stations	Borabu Nyamira North And Kitutu Masaba	To enhance efficiency and effectiveness in firefighting capacity in the county.	<ul style="list-style-type: none"> Feasibility Study Approval and Licensing Stakeholder Engagement Detailed Project Design Project Procurement Project execution Monitoring & Evaluation Project Handover/closure Project O&M 	3 Fire stations	5 Year	210M	CGN,GOK & Donors	TRPW&DM

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (KSh.)	Source of Funds	Lead Agency
Construction of railway line linking Sironga Industrial park and LREB counties	Nyamira county	To improve movement of goods and services to markets	<ul style="list-style-type: none"> • Feasibility Study • Approval and Licensing • Stakeholder Engagement • Detailed Project Design • Project Procurement • Project execution • Monitoring & Evaluation • Project Handover/closure • Project O&M 	60 Kms railway line and stations	5 Year	3B	CGN,GOK & Donors	KRC& TRPW&DM
Upgrading of gravel roads to bitumen standards	Borabu Nyamira North, Nyamira South And Kitutu Masaba	To improve movement of goods and services to markets	<ul style="list-style-type: none"> • Feasibility Study • Approval and Licensing • Stakeholder Engagement • Detailed Project Design • Project Procurement • Project execution • Monitoring & Evaluation • Project Handover/closure • Project O&M 	30Km of bitumen road network	5 Year	800M	CGN,GOK & Donors	TRPW&DM
Construction of Road bypasses to bitumen standards in Nyamira and Keroka Towns	Keroka town and Nyamira municipality	To decongest the towns To improve movement of goods and services to markets	<ul style="list-style-type: none"> • Feasibility Study • Approval and Licensing • Stakeholder Engagement • Detailed Project Design • Project Procurement • Project execution • Monitoring & Evaluation • Project Handover/closure 	20Km of bitumen road network	5 Year	600M	CGN,GOK & Donors	TRPW&DM

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (KSh.)	Source of Funds	Lead Agency
			<ul style="list-style-type: none"> Project O&M 					
Construction of Airport	Nyamira county	To deliver fresh produce and finished products to markets To provide quick mode of transport for tourism activities	<ul style="list-style-type: none"> Feasibility Study Approval and Licensing Stakeholder Engagement Detailed Project Design Project Procurement Project execution Monitoring & Evaluation Project Handover/closure Project O&M 	1 Airport	5 Year	1.2B	CGN,GOK & Donors	KAA, TRPW&DM
Purchase of Jaw Crasher Plant-complete	Nyamira county	To process building materials for road construction	<ul style="list-style-type: none"> Development of detailed specs Approval and Licensing Procurement Pre-inspection Installation and commissioning Inspection and acceptance Project O&M Warranty 	1 No. Crushing plant	5 Year	50M	CGN,GOK & Donors	TRPW&DM
Solar Power plant at Sironga	Sironga	To give power to the proposed Industrial Park	<ul style="list-style-type: none"> Feasibility Study Approval and Licensing Stakeholder Engagement Detailed Project Design Project Procurement Project execution Monitoring & Evaluation Project Handover/closure Project O&M 	40MW	5Years	1B	CGN,GOK & Donors	REREC, EPRA & ENRWEM

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (KSh.)	Source of Funds	Lead Agency
Information / Media Centre (Information and Sub-Resource Center)	Headquarters and Sub-County Offices	To advance access to information to government related information through departments and Sub-County offices	<ul style="list-style-type: none"> Archiving of government information Dissemination of information on county programs/projects to improve county visibility and image Listening to public concerns to advance feedback mechanism County Programs awareness Organizing exhibitions Media engagements Access to Internet 	<ul style="list-style-type: none"> To increase public awareness to the public 	5 years	10,000,000	GOK	PSM

CIDP Linkages with National Development Agenda, Regional and International

Table 10 : CIDP Linkages with National Development Agenda, Regional and International

National Development Agenda/Regional/International Obligations	Aspirations/Goals	County Government contributions/Interventions*
Kenya Vision 2030/ Medium Term Plan	Economic and Macro Pillar	<ul style="list-style-type: none"> Expansion of road network to facilitate
SDGs	SDG 9-Industry Innovation and Infrastructure SDG 7-Affordable and Clean energy SDG 13- Climate Action	<ul style="list-style-type: none"> Recruitment of key technical staff for projects. Construct and open back streets to off load traffic & also to open existing narrow roads Control urban development Purchase of key Construction equipments
Agenda 2063	Goal 2: World class infrastructure criss-crosses Africa.	<ul style="list-style-type: none"> Recruitment of key technical staff for projects. Construct and open back streets to off load traffic & also to open existing

		narrow roads <ul style="list-style-type: none"> Control urban development Purchase of key Construction equipments
EAC Vision 2030	Unbalanced distribution of economic and social infrastructure	<ul style="list-style-type: none"> Stakeholder engagement to ensure equal distribution of county projects
Paris Agreement On Climate Change 2015	Renewable Energy	<ul style="list-style-type: none"> Capacity building especially in the area of renewable energy Collaboration with experts in the industry such as REREC Adoption of solar Technology
Sendai Framework for Disaster Reduction 2015-2030	i) Understanding disaster risk. ii) Strengthening disaster risk governance to manage disaster risk. iii) Investing in disaster risk reduction for resilience. iv) Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation and reconstruction.	<ul style="list-style-type: none"> Purchase 3 fire engines to enhance response capacity Capacity building of the team Recruitment of more firefighters and divers

Cross-Sectoral Linkages

This section provides the cross-sectoral impacts of each sectoral programme and appropriate actions to harness cross-sector synergies or mitigate adverse cross-sector impacts.

Table 11 Cross-Sectoral Linkages

Programme Name	Linked Sector(s)	Cross-sector Impact		Measures to Harness or Mitigate the Impact
		Synergies*	Adverse impact	
Roads	Trade	Connection to market centres	Pulling down of structures on road reserve	Establishment of market centres and parking bays along the roads; Develop a resettlement plan.
	Environment	Construction of culverts to for efficient drainage	Environment pollution	Comply and enforce NEMA guidelines
ICT	Trade	Connection of all market centers with Internet	Proliferation of cyber crimes	Embracing regulations on prevention of Cyber Crimes
	Education	Connection of all ECDE, Vocational centers with Internet	Proliferation of cyber crimes	Embracing regulations on prevention of Cyber Crimes

	Health	Connection of hospital facilities with Internet	Proliferation of cyber crimes	Embracing regulations on prevention of Cyber Crimes
Disaster Management	Environment	Capacity building on disaster preparedness and mitigations	Costs related to trainings ,equipping of the personnels	Timely planning and budgeting
	Health	Construction of rescue center i.e. Safe grounds and points	Cost implication of emergency rescue and construction of center's	Timely planning and budgeting
	Education	Trainings on disaster resilience and risk	Cost of disaster trainings and purchase safety gears	Timely planning and budgeting of disaster training and purchase of gears
Transport and Public Works	Environment	Construction of Road furniture's	Cost of erection of the furniture's	Timely planning and budgeting
	Health	Inspection of structural fitness of health facilities	Cost of Inspections	Timely planning and budgeting
	Education	Inspection of structural fitness of schools	Cost of Inspections	Timely planning and budgeting
Energy	Environment	Embracing of solar Technology and use of Non Renewable Energy	Cost of training of Solar Technicians and public Sensitization	Timely planning and budgeting
	Trade	Embracing of solar Technology and use of Non Renewable Energy	Cost of training of Solar Technicians and public Sensitization	Timely planning and budgeting
	Education	Embracing of solar Technology and use of Non Renewable Energy	Cost of training of Solar Technicians and public Sensitization	Timely planning and budgeting

CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

5.1. Overview

This chapter provides the county's institutional arrangement and their specific roles towards implementation of the Sector Plan. In addition, the chapter presents the resource mobilization and management framework, asset management, and risk and mitigation measures.

5.1.1 Institutional Framework

This section provides the institutional framework of the County including an organizational chart that displays the implementation the Sector plan and how the County's internal transformation needs are addressed. The framework indicates the County Government's institutional arrangements and demonstrate linkages with the National Government Departments at the county as well as other key stakeholders.

Figure 5.1: Departmental Organogram

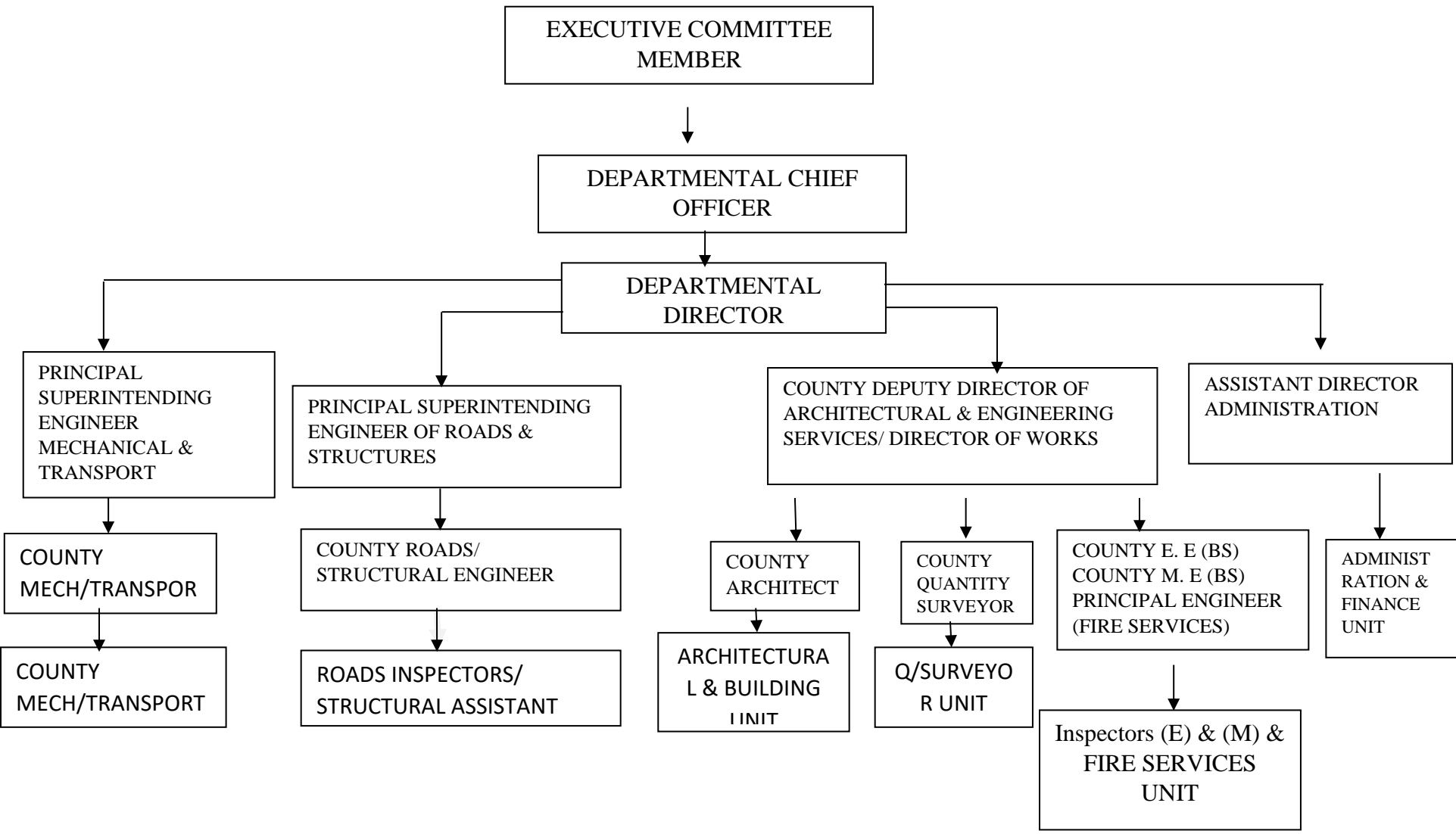


Table 12: Institutional Arrangement

Institution	Function	Competitive Advantage	Assistance to the Department
Professional Regulatory bodies e.g.EBK,BORAQS,IEK,AAK,MIQSK,ISK & IPK	Regulate & Register professionals	Regulatory role of professionals in engineering related fields	Gives department qualified technical personnel
National Environmental Management Authority(NEMA)	Managing the environment	Conducts environmental Impacts Assessment	Takes cares of environmental impacts of the project before implementation
KeRRA, KURA & KeNHA	Plan, design and supervise construction, rehabilitation and maintenance of roads	Have statutory backing of the law and National Government	Take care of construction and maintenance of classified urban and national roads within the county
Kenya Roads Board (KRB)	Fund, Oversee and Coordinate Road Maintenance, Rehabilitation and Development	Have statutory backing of the law and National Government	Optimal Utilization of resources for a sustainable Road Network
National Transport and Safety Authority (NTSA)	Effectively manage the road transport sub-sector	Have statutory backing of the law	Minimizing road traffic accidents and loss of lives
Salary and Remuneration Commission (SRC)	Determination of Remuneration for public officers	Determination of remuneration for state officers/public officers.	Advise on remuneration guidelines on CPSB employees
County Government(CG)	Policy formulation & Execution. Coordination of county planning and	Policy and strategy formulation and implementation.	Give direction on implementation of HR strategies and policy

Institution	Function	Competitive Advantage	Assistance to the Department
	development activities.	Control of county resources and personnel. Establishment of various committees in the county.	Allocation of financial resources Ensure adequate staff Formulate policies guiding planning process Establish county and sub-county development committees.
County Assembly	Enact legislations	Legislate Receive reports and provide oversight	Provide enabling legislations and policy
Council of Governors (COG)	Promotion of visionary leadership; sharing of best practices and; offer a collective voice on policy issues; promote inter – county consultations; encourage and initiate information sharing on the performance of County Governments with regard to the execution of their functions; collective consultation on matters of interest to County Governments	Have statutory backing o	Provides a mechanism for consultation amongst County Governments, share information on performance of the counties in execution of their functions, facilitate capacity building for Governors, and consider reports from other intergovernmental forums on national and county interests.
Ministry of Transport and Infrastructure	National policy and legislations framework on	Capacity to formulate transport, roads	Legislations and policy

Institution	Function	Competitive Advantage	Assistance to the Department
	transport and infrastructure	and public works policies and executing the legislations.	
Kenya School of Government (KSG)	Capacity building for county public service employees.	Capacity to Train and develop CPSB employees.	County human resources development
County Departments	Manage HR Coordinate development/services within their mandates	Proper linkages to Manage HR issues to the HR department.	Give reports on HRs under them – performance Provision of services to citizens
County Treasury	Financial Record management. Disbursements and tracking of prudent expenditure of government funds	Financial management guidelines, PFM act. Custodians of government funds Accounting capacity	Provide updated financial information. Timely disbursement of funds. Facilitation on field activities for the benefit of the county.
County Assembly	Legislation	Legal mandate/capacity	Legislation of legal framework/Oversight role/Budget approval
Ethics and Anti-corruption Commission (EACC)	Promote prudence in public finance management	National mandate and trained personnel	Fight corruption in public offices Public awareness and regulatory compliance
Community	Monitoring and evaluation of projects implementation process	Are the main beneficiaries and stakeholders of development initiatives	Help in identification and monitoring implementation of projects Create ownership of projects and thus ensure sustainability.

Institution	Function	Competitive Advantage	Assistance to the Department
National Government	Policy making Ensuring success of all planning and development endeavors initiated by both national and county governments	Key policy makers in planning and development issues	Legal framework. Giving policy directions at national to county level Allocation and disbursement of financial resources Supplementing county government in meeting staffing needs
Media and press	Creation of awareness to the concerned on development issues	Ability to reach majority of people in the county	Cover, highlight, sensitize, report and publish events, facilitating airing of programs and events
NGOs and donors e.g. ADB	Promotion of public participation and infrastructural development	Financial ability	Funding of development projects Facilitating public forums on development issues Capacity building of the public
Data Suppliers	Provision of information/data	Ownership of information	Source of information
County Planning	Coordination and planning.	Coordinating, monitoring and evaluation capacity	Collaboration in field activities such as data collection, analysis and dissemination

Institution	Function	Competitive Advantage	Assistance to the Department
Suppliers and Contractors	Delivery of goods and services	Individual capacity and area of specialization.	Provision of goods and services for service delivery.
International community	Foreign investment and donor funding	Financial strength Power of the dollar	Improve financial base for timely implementation of planned programmes.

Institution	Function	Competitive Advantage	Assistance to the Department
County Public Service Board(CPSB)	Management of HR	Recruitment of CPSB employees	Provision of HRs to HRD
Professional Regulatory bodies e.g.EBK,BORAQS,IEK,AAK,MIQSK,ISK & IPK	Regulate & Register professionals	Regulatory role of professionals in engineering related fields	Gives department qualified technical personnel
National Environmental Management Authority(NEMA)	Managing the environment	Conducts environmental Impacts Assessment	Takes cares of environmental impacts of the project before implementation
KeRRA, KURA & KeNHA	Plan, design and supervise construction, rehabilitation and maintenance of roads	Have statutory backing of the law and National Government	Take care of construction and maintenance of classified urban and national roads within the county
Kenya Roads Board (KRB)	Fund, Oversee and Coordinate Road Maintenance,	Have statutory backing of the law and National Government	Optimal Utilization of resources for a sustainable Road Network

Institution	Function	Competitive Advantage	Assistance to the Department
	Rehabilitation and Development		
National Transport and Safety Authority (NTSA)	Effectively manage the road transport sub-sector	Have statutory backing of the law	Minimizing road traffic accidents and loss of lives
Salary and Remuneration Commission (SRC)	Determination of Remuneration for public officers	Determination of remuneration for state officers/public officers.	Advise on remuneration guidelines on CPSB employees
County Government(CG)	Policy formulation & Execution. Coordination of county planning and development activities.	Policy and strategy formulation and implementation. Control of county resources and personnel. Establishment of various committees in the county.	Give direction on implementation of HR strategies and policy Allocation of financial resources Ensure adequate staff Formulate policies guiding planning process Establish county and sub-county development committees.
County Assembly	Enact legislations	Legislate Receive reports and provide oversight	Provide enabling legislations and policy
Council of Governors (COG)	Promotion of visionary leadership; sharing of best practices and; offer a collective voice on policy issues; promote inter – county consultations;	Have statutory backing o	Provides a mechanism for consultation amongst County Governments, share information on performance of the counties in execution of their functions,

Institution	Function	Competitive Advantage	Assistance to the Department
	encourage and initiate information sharing on the performance of County Governments with regard to the execution of their functions; collective consultation on matters of interest to County Governments		facilitate capacity building for Governors, and consider reports from other intergovernmental forums on national and county interests.
Ministry of Transport and Infrastructure	National policy and legislations framework on transport and infrastructure	Capacity to formulate transport, roads and public works policies and executing the legislations.	Legislations and policy
Kenya School of Government (KSG)	Capacity building for county public service employees.	Capacity to Train and develop CPSB employees.	County human resources development
County Departments	Manage HR Coordinate development/services within their mandates	Proper linkages to Manage HR issues to the HR department.	Give reports on HRs under them – performance Provision of services to citizens

Institution	Function	Competitive Advantage	Assistance to the Department
County Treasury	Financial Record management. Disbursements and tracking of prudent expenditure of government funds	Financial management guidelines, PFM act. Custodians of government funds Accounting capacity	Provide updated financial information. Timely disbursement of funds. Facilitation on field activities for the benefit of the county.
County Assembly	Legislation	Legal mandate/capacity	Legislation of legal framework/Oversight role/Budget approval
Ethics and Anti-corruption Commission (EACC)	Promote prudence in public finance management	National mandate and trained personnel	Fight corruption in public offices Public awareness and regulatory compliance
Community	Monitoring and evaluation of projects implementation process	Are the main beneficiaries and stakeholders of development initiatives	Help in identification and monitoring implementation of projects Create ownership of projects and thus ensure sustainability.
National Government	Policy making Ensuring success of all planning and development endeavors initiated by both national and county governments	Key policy makers in planning and development issues	Legal framework. Giving policy directions at national to county level Allocation and disbursement of financial resources Supplementing county government in meeting staffing needs
Media and press	Creation of awareness to the	Ability to reach majority of	Cover, highlight, sensitize, report and

Institution	Function	Competitive Advantage	Assistance to the Department
	concerned on development issues	people in the county	publish events, facilitating airing of programs and events
NGOs and donors e.g. ADB	Promotion of public participation and infrastructural development	Financial ability	Funding of development projects Facilitating public forums on development issues Capacity building of the public
Data Suppliers	Provision of information/data	Ownership of information	Source of information
County Planning	Coordination and planning.	Coordinating, monitoring and evaluation capacity	Collaboration in field activities such as data collection, analysis and dissemination
Suppliers and Contractors	Delivery of goods and services	Individual capacity and area of specialization.	Provision of goods and services for service delivery.
International community	Foreign investment and donor funding	Financial strength Power of the dollar	Improve financial base for timely implementation of planned programmes.

5.2 Resource Mobilization and Management Framework

This section provides the projected resource requirements by sector, revenue projections, estimated resource gap and measures of addressing the gaps.

5.2.1 Resource Requirements by programme

This section indicates the projected financial resources required for each programme and also the total budget required during the plan period.

Table 13: Summary of Sector Financial Resource Requirements

Sector	Sector Resource Requirement (Millions)		Total	% of Total Budget Requirements
	2023-2027	2028-2033		
Roads	1859.5	1924.5	3784	50.3
Transport & Mechanical Services	106.65	556	662.65	8.8
Disaster Management	143.1	143.1	286.2	3.8
Energy	1350	850	2200	29.3
Public Works	27.5	97.5	125	1.7
Corporate Communication	93	93	186	2.5
ICT	137	137	274	3.6
Total	3716.75	3801.1	7517.85	100

Source: SWGs

5.2.2: Revenue Projections:

This section indicates the various sources of revenue in the County

Table 14 : Revenue Projections

Type of Revenue	2023-2027	2028-2033	Total
Equitable share (M)	1,564,337,605	2,192,850,940	3,757,188,545

5.3.3 Estimated Resource Gap

This section should highlight the County resource gap in terms of the estimated resource needs against the projected revenues

Table 15 Resource Gaps

FY	Resource Requirement	Estimated Revenue	Variance
2023-2027	3,596,750,000	1,361,587,897	2,235,162,103
2028-2033	3,801,100,000	2,192,850,940	1,608,249,060
Total	7,397,850,000	3,554,438,837	3,843,411,163

5.3.4 Resource Mobilization and Management Strategies

In the implementation of the Sector Plan 2023-2033, resources to fund the various planned projects would be required. As a result, the county expects funding from the following revenue streams over the period.

- Equitable share from the national government
- Conditional grants from the national government transfers
- Conditional grants from other development partners/agencies
- Own Source Revenue (Locally generated Revenue)

Due to the scarcity of resources, any anticipated resource gap/s would be addressed through;

Revenue automation: This is an on-going process nearing its completion. It is an intervention expected to seal the revenue leakages, enlarged revenue base and also enable the county to work in a fully integrated revenue system.

Public Private Partnership: The County government would embrace partnerships with private entities to invest in various forms of development initiatives through incentives, provision of land, conducive environment. Such sectors include environment, water, waste management, energy, health among others.

County revenue administration and legislations: The county government would pursue preparation and enforcement of relevant laws meant to improve on revenue generation.

5.4 Asset Management

The county has budgeted for an inventory management system and recruitment of personnel to manage its assets

5.5 Risk Management

Table 16: Risk, Implication, Level and Mitigation Measures

Risk Category	Risk	Risk Implication	Risk Level (Low, Medium, High)	Mitigation measures
Financial	Inadequate financial resources	Stalled projects	Medium	Resource mobilization Strategies
Technological	Cyber security Risk	Breach of valuable information	High	Investment in cyber security risk management
Climate Change	Drought	Reduction	High	
Organizational	Inadequate Human Resource Capacity	Inefficiency in service delivery	Medium	Timely recruitment

CHAPTER SIX: MONITORING, EVALUATION AND LEARNING

6.1 Overview

This chapter outlines how the plan will be monitored and evaluated during and after its implementation. The M&E processes, methods and tools are guided by Section 232 of the Constitution and all the legal provisions that provide for M&E, County M&E Policy in line with the National M&E Policy, CIMES Guidelines, Kenya Norms and Standards for M&E and Kenya Evaluation Guidelines. The chapter also highlights: The proposed M&E structure; data collection, analysis, reporting and learning; M&E outcome indicators tracking; and dissemination and feedback mechanism.

6.2 County Monitoring and Evaluation Structure

Monitoring of the entire process from planning, designing and implementation is very important. This keeps the planned activities in check, reduces duplication, wastages, allows for remedial measures to be taken and ensures the projects/programmes delivery on time. The County will constitute the Monitoring and evaluation frame which will take three executing entities being; County Monitoring and Evaluation Committee (CMEC), Technical Monitoring and Evaluation Unit (MEU), Departmental Monitoring and Evaluation Committee (DMEC), Sub-County Monitoring and Evaluation Committee (SCMEC) and the Ward Monitoring and Evaluation Committee (WMEC). The CMEC will have an overall role in supervision of the plan implementation and will also organize surveys on the quality of service delivery. The information from such surveys is for dissemination to all stakeholders. It is important to note that a Bi-Annual Review Meetings (BARM) will be conducted with the stakeholders to keep the plans' activities and outputs on track during implementation, and enable the stakeholders to identify and take necessary actions to address emerging challenges. The BARM will be undertaken through the Stakeholder Review Fora (SRF).

6.3 M&E Capacity

A County Annual Monitoring and Evaluation Report (CAMER) produced is submitted to the County Planning Unit for preparation of Annual Progress Report. These reports will outline in summary from projected targets achievements, facilitating factors and challenges faced. These reports prepared by CPU are for submission to the Governor's office for information, use and dissemination to the stakeholders. Issues requiring policy interventions will be submitted to the County Executive Committee for action.

6.4 M&E Outcome Indicators

This section presents programme outcome indicators by sector

Table 17: Outcome Indicator Reporting

Programme	Outcome	Outcome Indicator (s)	Baseline*		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Roads	Good and Reliable Road Network	KM of Road Tarmacked .Graveled	100	2022	250	500	Director of Roads

6.5 Data Collection, Analysis and Reporting

Reporting is important in this process because it provides feedback to establish the challenges, successes and weaknesses in the implementation of various projects and programmes and whether

the set objectives can be achieved or are on course. Sub-County Monthly Monitoring and Evaluation Reports (SCMMER) will be prepared together with Ward Monitoring and Evaluation Reports (WaMER) and submitted to the County Planning Unit (CPU) in order to prepare progress reports. Furthermore, County Quarterly Monitoring and Evaluation Report (CQMER) and a County Half Year Monitoring and Evaluation Report will also be prepared to capture progress during a quarter period of the year and half period of the year respectively.

6.6 Dissemination, Feedback Mechanism, Citizen Engagement and Learning

The County Government has a fully-fledged M&E that's tasked with formulation of M&E Policy and also disseminate, get feedback, and engage citizens in M&E process as well as learning. Information sharing and reporting is key in reviewing this plan. It will be posted on the official county website for the wider circulation and consumption. It will also provide a mechanism for monitoring and evaluation. Various stakeholders can visit the county website for detailed information. Furthermore, there will be a quarterly stakeholders meeting to share reports at all levels of devolved county government structures and address emerging challenges.

6.7 Evaluation Plan

Evaluation entails checking the impacts projects have made to the community. The Plans will be subjected to two internal Annual Evaluations, namely the Mid-Term Evaluation and the End term Evaluation. Mid Term Evaluation and Review (MTER) will assess the extent to which the plan is meeting its implementation objectives and timelines.

Table 18: Evaluation Plan

N o	Policy /Program me Project	Outcom e	Use of the Evaluation findings	Outcome	Commissio ning Agency /Partner	Evaluati on Start Date	Evaluati on End Date	Evaluati on Budget	Source of Fundi ngs
1	CIDP	Midterm Review of the Third Generati on	Improved implementa tion of the CIDP	Improve implementa tion of CIDP.	CEC Finance & Economic Planning	Jun- 2023	Jun- 2027	Kshs.	GoK/ Donor
2	Energy Sector Programs	Rapid Evaluati on of the Energy Sector	Increased Access to Energy Sector Services	Improved Delivery of Energy Sector Services	CEC Transport ,Roads and Public Works	Jun- 2023	June 2033	Kshs.	GoK/ Donor