

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

**LANDS, HOUSING AND URBAN
DEVELOPMENT**

SECOND STRATEGIC PLAN

2018 - 2022

NYAMIRA COUNTY

INTRODUCTION

DEPARTMENT OF LANDS, HOUSING AND URBAN DEVELOPMENT

Departmental Background Information

Vision

To be a leading entity in the provision of efficient, sustainable, equitable use of county land resources and facilitation of adequate housing provision to the residents of Nyamira.

Mission

To steer positive land reforms for improvement of livelihood of county citizen through efficient administration, equitable access, secure tenure, sustainable management of the land based resources and facilitation of housing provision in sustainable human settlement.

Core values of the Department

- Team spirit, consultative and public participation
- Prompt, effective, impartial, customer responsiveness
- Integrity, honesty, accountability and transparency
- Patriotism
- Preservation and conservation of the environment
- Good governance
- Pro-activeness, cost-effectiveness and innovativeness
- High standards of professional ethics
- Gender equity, equality and protection of vulnerable groups
- Corporate governance and enhanced strong social responsibility

Departmental goals and objectives

Goals

1. To provide planning guidelines for urban development throughout the county by formulation of the County spatial plan and other integrated plans.
2. To establish geodetic controls in a major towns for efficient survey services

3. To ascertain proper constituted town management in accordance with urban areas and cities Act 2011

Roles and objectives

Role	Objective
Formulation of a county Land Use Policy	To provide appropriate guidelines for sustainable use of land
Formulation of County Spatial Data Infrastructure Policy	To Provide a Spatial Framework for Socio-Economic Development of the County
Preparation of County/Regional and Local Physical Development Plans	To provide a basis for investment and use of land in urban and rural areas
County Geodetic Mapping	To improve survey and mapping services through modernization of geodetic networks
Resolution of Land and Boundary Disputes	To minimize conflicts and improve land market

Departmental Mandate and Roles

The new constitutional dispensation resulted in the emergence of new Governance structure in the Country. Such changes include the reorganization of the Government Ministries with the County having the dockets of Land, Housing and Physical Planning whose equivalent is the Department of Lands, Housing and Urban Development at the National level. The Housing Sector Functions both at the National and County Government are guided by a number of policy documents reference to which include: the comprehensive Housing Policy developed in 1966/67 as Sessional Paper No. 5; the revised Housing Act of 1990; Sessional Paper No.3 of 2004 on National Housing Policy.

The core mandate of the department is to enforce the legislations, policies and principles of various directorates.

CHAPTER TWO

SITUATION ANALYSIS

Departmental organizational structure and staff establishment

The Department of Land, Housing and Physical Planning is the main county institution charged with the responsibility of ensuring proper land administration and management within the county. It comprises five directorates as listed and illustrated in the diagram below.

1. Directorate of Housing
2. Directorate of Physical Planning
3. Directorate of Lands
4. Directorate of Survey
5. Directorate of urban development.

DEPARTMENT OF LAND HOUSING AND URBAN DEVELOPMENT

CECM & CCO'S OFFICE

Directorate of Lands

Directorate of Housing

Directorate of Urban development

Directorate Physical Planning, Survey & Land

Land Administration Land Registration Valuation

Housing

Rent Restriction Tribunal

Estate

Town admins

Survey Office

Land Adj & Settlement

Physical Planning

1. Housing Directorate

The directorate of Housing falls within the Ministry of land, Housing and Urban Development at the national level. At the County level, the Directorate of Housing is under the Ministry of Land, Housing and Physical Planning. The sectional units of the housing directorate include;

- Housing Department
- Estate Department
- Housing Infrastructure
- Civil Servant Housing Scheme
- Rent Restriction Tribunal
- Administration and Planning

The housing mandate and functions at the County and Sub-County levels will be distributed and implemented in three (3) departments, that is;

- Housing development and Policy Management
- Appropriate Building Technology
- Estate Management

Further, the execution of the housing functions will involve various sections namely:

- Housing policy
- Appropriate Building Materials and Technologies
- Research and development
- Technology trainings and demonstration
- Housing Infrastructure
- Maintenance
- Inventory, registration and rent collection

- Leasing
- Rent Restriction Tribunal

The implementation of the Housing Directorate functions at the County Level will be aided by the establishment outlined below:

PROPOSED ESTABLISHMENT OF THE DIRECTORATE

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
1.	<u>Directorate of Housing</u> County Director of Housing(Deputy Director)	R	1	
2.	Deputy County Director of Housing (Senior Assistant Director)	Q	2	1-Housing 1-Estate Management
3.	Assistant County Director of Housing (Assistant Director)	P	3	1-Housing 1-Estate Management 1-Slum upgrading
4.	Estate Officer I/Senior/Chief/Principal	K/L/M/N	2	
5.	Housing Officer I/Senior/Chief/Principal	K/L/M/N	3	
6.	Estate Management Assistant III/II/I/Senior	H/J/K/L	3	
7.	Senior Charge hand	J	1	
8.	Artisan III/II/I/Charge hand	E/F/G/H	5	1-Plumber 1-Carpentry 1-Electrician 1-Mason 1-Painter
9.	Personal Secretary III/II/I/Senior	H/J/K/L	2	
10.	Clerical Officer II/I/Senior	F/G/H	1	
11.	Records Management Officer III/II/I/Senior	H/J/K/L	2	
12.	Driver III/II/I/Senior/Chief	D/E/F/G/H	2	
13.	Support Staff III/II/I/Senior/Cleaning Supervisor 2b/2a/1		2	
	TOTAL		29	

COUNTY HOUSING STAFFING

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
1.	Assistant Director Housing/Estate	P	1	
2.	Estate Officer I/Senior/Chief/Principal	K/L/M/N	2	
3.	Housing Officer I/Senior/Chief/Principal	K/L/M/N	2	
4.	Estate Management Assistant III/II/I/Senior	H/J/K/L	1	
5.	Artisan III/II/I/Charge hand	E/F/G/H	2	1-Plumber 1-Electrician
6.	Personal Secretary III/II/I/Senior	H/J/K/L	2	

7.	Clerical Officer II/I/Senior	F/G/H	1	
8.	Driver III/II/I/Senior/Chief	D/E/F/G/H	1	
9.	Support Staff III/II/I/Senior/Cleaning Supervisor 2b/2a/1		1	
	TOTAL		13	

Physical planning

Physical planning as a directorate is charged with coming up with well-coordinated land uses and structures thus ensuring proper planning of towns, which is a basis on which all other county developments should be founded. The County Government Act 2012 under chapter 109 & 110 spells out some of the core mandates of physical planners which include;

- Formulation of Spatial Plans/Local Physical Development Plans, policies, guidelines and strategies to ensure provision of relevant infrastructure/necessary amenities within the towns/ urban centres using participatory and empowering approaches including Preparation of Part Development Plans (PDPs)
- Development control which includes recommending for approval of physical development applications in the County including Building Plans, Subdivision Plans, Change of Users, Extension of user, Extension of Lease, Land Amalgamation and EIAs.
- Advisory Role which includes advising the County Government, the National Land Commission and members of the public on the most appropriate use of land including land management matters such as change of user, extension of user, extension of lease, subdivision of land and amalgamation of land

	DEPARTMENT OF PHYSICAL PLANNING	JOB GROUP	PROPOSED	IN POST
1	COUNTY DIRECTOR OF PLANNING	R	1	0
2	DEPUTY COUNTY DIRECTOR OF PLANNING	Q	1	1
3	SENIOR PLANNERS	L,M	5	2
4	ASSISTANT PLANNERS	K	3	0
5	DRAUGHTSMEN	K,L	2	1
6	ENFORCEMENT OFFICERS	G	10	10
7	SECRETARY	J	1	1
8	DRIVER	E,G	1	0
9	SUPPORT STAFF	E	2	1

3. Directorate of Lands

The directorate of lands at the county level will deal with the following:

- Policy formulation for management and administration of land.

- Processing and issuance of title deeds.
- Registration of land transactions and other legal documents.
- Determination of land and boundary disputes.
- Generation and collection of land revenue and other fees
- Provision of reliable land information.
- Valuation of land and assets and various purposes

Directorate of survey

The Directorate of surveys is the authorized agency of the county government of Nyamira which offers services on all matters affecting land surveys and mapping. The directorate is committed to offer

Accurate surveying and mapping services by responding to registered boundary disputes through the County Land registrar.

Other services offered include;

- Maintenance of county boundaries
- Generation and collection of land survey fee and other areas
- Surveying of general boundaries; the survey office carries out the general boundary survey services on receiving a request from a client; this is done by production of a RIM and payment of survey fee.
- Processing of mutation forms; the survey office is responsible for checking and processing mutation survey submitted to us by licensed land surveyors and issuing of new parcel number.
- Resolution of general boundary disputes; the survey office assist the county land registrar in determination of boundary disputes. This is done on receiving summons and the payment of survey fee
- Giving evidence in court and implementing court orders
- Provision of technical advice to clients

S/NO	DESIGNATION	JOB GROUP	Proposed establishment	In post
	DEPARTMENT OF SURVEY			
	COUNTY DIRECTOR OF SURVEY	R	1	0

	DEPUTY COUNTY DIRECTOR OF SURVEY	P	1	0
	PRINCIPAL LAND SURVEYOR	N	1	0
	SENIOR LAND SURVEYOR	M	1	0
	LAND SURVEYORS	K,L	3	3
	LAND SURVEYORS ASSISTANT	H,J,	5	0
	CARTOGRAPHIC ASSISTANT	H,J,K,	3	0
	G.I.S Experts	K,L	2	0
	SECRETARY	J	2	0
	CLERICAL OFFICERS	G,H	1	1
	SUPPORT STAFF	D,E	2	2
	DRIVER	E	1	0

5. Urban development

Urban development as a directorate is organized under Town Administration in three main zones that make the major urban areas in the County. Nyansiongo, Nyamira and Keroka Towns have a Town Administrators whose mandate include coordinating government functions in the smaller towns and management of the urban affairs.

Review of sector performance and lessons learnt

- The priority needs and planned targets for the department for the period 2013-2017 included: Preparation of County Spatial plan and 54 Local Physical Development plans
- Construction of parking lots in Nyamira town, Keroka and other smaller towns;
- Employment of Physical planners;
- Establishment of 4 No. Appropriate Building Material & Technology (ABMT) centers in 4 Constituencies in the County; Conduct 40 Community Demonstration and training (CDT) on ABMT (Appropriate Building Material Technology) in the 5 Sub-Counties;
- Procure 4 Hydra form Machine;
- 1 Topcon survey equipment (Total Station);
- Refurbish 200 Housing units; Development of 43 Housing units;
- Establishment and gazettes of urban areas,

Notable achievement in the sector includes;

- Aerial Photography and social economic survey towards the preparation of the County Spatial plan has been done;
- Construction of parking lots in Nyamira town,
- Employment of 3 Physical planners;
- Establishment of 1 ABMT center at Borabu Sub-County;
- Conducted 15 Community Demonstration and training on ABMT in the 4 Sub-Counties;
- Procured 1 Hydra form Machine and a top cone survey equipment;
- Refurbished 14 housing units and 16 units are at procurement stage;
- Leased office space to 6 Departments and governor residential house;
- Procured 2 double cab vehicles for field projects.

Challenges in the Implementation of the Plan

The overall challenges affecting the department include:

- Realignment of functions such as Urban Management, market infrastructure from Environment and Trade respectively to Lands.
- Insufficient funding for the major projects such as County Spatial Plan Preparation, Local Physical Development Plans for major Centers, Urban infrastructure, Housing Developments, purchase of land, Housing infrastructure.
- Resources for re-allocation of funds meant for acquisition of land and County Spatial plan due to change of priorities.
- Over ambitious planning projections with huge budgets; and Inadequate staff capacity to effectively implement the plans.
- Urban centers in Nyamira County were not captured in the previous CIDP on Management, Administration and infrastructure delivery. Consequently, the urban development program draws support from other departments in a non-structured manner.

Lessons Learnt

- There is need for lobbying and advocacy on the pivotal role that the Spatial /Physical Development Plans, play in infrastructure and service delivery.
- Development prioritization and justification remains an enormous challenge in Nyamira County due to insufficient fact based anchorage on Spatial Plans.
- Physical planning, Land administration and management has not been given deserving attention. To ensure that development is well planned and coordinated, a bottom up participatory approach must be embraced at all times in the plan preparation.
- There are unique rural development challenges in the County that should be critically investigated. Poor infrastructure delivery for the rural poor, land over-subdivision, cultural land inheritance practices, declining food production opportunities.
- Spatial Planning should be accorded a multi-disciplinary participation approach to ensure deliberate preparedness for the future as it a mandatory requirement by law.

External environment analysis (PESTEL)

POLITICAL	<p>Kenya is a member of regional and international organizations including African Union(AU), New Partnership for African Development (NEPAD), common Market for Eastern and Southern African(COMESA), Inter Governmental Authority on Development (IGAD) and EAST African Community (EAC) and United Nations (UN). It is also a signatory to various international protocols, some of which have a bearing on access and use of land as provided for in the constitution of Kenya 2010 and vision 2030.</p> <p>The implementation of the strategic plan requires an internal political situation that inculcates culture of compliance with laws that relate to management of land. In addition to governance structures should promote open engagement in matters of land management, peace building and reconciliation to improve land conflicts management.</p>
ECONOMIC	<p>The identified economic factors include:</p> <p>High incidences of poverty; Fluctuation in economic performance; Speculative demand for land; and Inadequate funds.</p>
SOCIAL	<p>The identified social factors include:</p> <p>Conflicts in land use; Multiple land resources management institutions; Sub-division of land into uneconomic units; Proliferation of informal settlements; Undue attachment to land leading to insatiable demand. Landlessness and unemployment. Negative perception from the public towards the Ministry. Adverse effects of HIV / AIDS pandemic. Lack of respect for boundary markings and pillars; and Slow pace of inter- ethnic integration.</p>
TECHNOLIGICAL	<p>The identified technological factors include:</p> <p>Rapid change of technology.</p>

	<p>Slow pace of ICT adoption Inadequate technological infrastructure in the county; and Uncoordinated Land Information Management System.</p>
ECOLOGLY/ ENVIRONMENT	<p>The identified environmental factors include: Land degradation; Encroachment onto fragile ecosystems and water catchment areas; Uncoordinated Urban sprawl; Subdivision of land into uneconomic units; and</p>
LEGAL	<p>The identified legal factors include: Backlog of land disputes; Inadequate capacity by local authorities to enforce land development conditions; Lack of legal conflicting land laws; Unauthorized encroachment on private land; and Lack of capacity building for land control boards.</p>

Internal environment analysis (SWOT)

STRENGTH	<p>Devolved services to the county level; Existing legal frameworks; Professional and skilled staff; Existence of institutional set – up to mainstream cross-cutting issues; Capacity to generate revenue and AIA; Reforms oriented leadership.</p>
WEAKNESS	<p>Inadequate human resource; Uncoordinated and incoherent land laws and policies; Uncoordinated and incoherent land laws and policies; Poor linkages between departments; Weak linkage between spatial planning and development planning; Poor implantation of monitoring and evaluation reports; Manual records management system; Scattered geo-spatial data; Poor work ethics. Bureaucratic red tape and non-value adding work processes; Inadequate budgetary provisions; and Fairly large de- motivated staff.</p>
OPPORTUNITIES	<p>Political goodwill Increased demand for land services New partnership with Civil society organizations and other stakeholders; On going public sector reforms; Public awareness on land rights and issues; Availability of modern technology; and issues; E-government initiative and emerging technologies.</p>
THREATS	<p>Conflicts in land use patterns; Political interference; Vested interests on land; Insecurity of records and offices; Competing land resource management institutions; Unpredictable budgetary cuts. Inadequate capacity by local authorities to enforce land development conditions.</p>

	<p>Undue attachment to land leading to insatiable demand; Inadequate and costly communication infrastructure; Corruption; Natural attrition and HIV/ AIDS; Poor public perception of the department on matters land.</p>
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Stakeholder Analysis

Stakeholder	Function
National Government/County Government	<p>Policy guidance Formulation of conducive laws and training on management skills Enforcement of laws</p>
Community	<p>Implementation Provision of both skilled and unskilled labor Identify facilities to be repaired/ rehabilitated. Participate in decision making on issues affecting the sector Provide land to construct facilities Actively support the community strategies through active participation; To actively participate in and contribute to the provision of facilities through cost sharing Active participation in prioritization of projects and provide information on planning issues Engage in conservation of environmentally fragile areas Mobilization</p>
Other Government Departments	<p>Identification of facilities to be provided for in the plans Participate in decision making on issues affecting the sector</p>
County Assembly	<p>Legislation Ensure quality and timely approval of policies</p>
Development Partners and International Organizations (UN-Habitat, Shelter Afrique, Sida, World Bank)	<p>Inject new resources in form of credit, grants and material support Support training and capacity building</p>
Civil Society Organizations	<p>Creation of awareness on rights and privileges of the public Management and promotion of good governance through advocacy of the rights of the minority and farmers. Construction of facilities Capacity Building</p>
Kenya National Bureau of Statistics (KNBS)	<p>Collection and dissemination of consumable data for planning purposes</p>
NGOs	<p>Financial resources Capacity building Technical and logistical supports Creation of awareness on rights and privileges of the public Management and promotion of good governance through advocacy of the Rights of the minority Construction of facilities Civic education Advocacy Mainstreaming gender, youth, physically challenged and other disadvantaged groups issues into planning programmes</p>
Private Sector	<p>Partners in service provision Promotion of private enterprises and competition and supplement government effort through PPP Formulation of priorities</p>
Service Providers	<p>Timely provision of quality supplies and contracted services</p>
Academic / research institutions	<p>Participating in collaborative research on appropriate building materials and financing models</p>

CHAPTER THREE

Strategic direction

Issue	Strategic Objectives	Specific Objectives	Strategy	Time Frame
Inadequate supply of houses	Provision of adequate, affordable modern housing for Nyamira residence	<ul style="list-style-type: none"> -Construction of storied apartments -Controlled mobility -Provide proper planning guidelines -Provide housing policies -Protect public land from encroachment -Source for appropriate building materials and technologies 	<ul style="list-style-type: none"> -Purchase /acquire land for housing development -Decentralize services to rural areas -Formulate relevant regulatory framework -Formulate new policies and regulation interventions in improving the housing situation -Enforcement of existing survey and mapping through compulsory acquisition and eviction -Promote use of locally available appropriate building materials and technologies 	5Year
Inadequate equipment and technical staff to carry out survey services	Provide equipment and technical staff	<ul style="list-style-type: none"> -Mobilization of resources -Provide planning strategies -Provide GIS lab -Sensitize the leaders 	<ul style="list-style-type: none"> -Engage public private partnership and source for technical staff -Formulate proper planning policies -Accelerate the process Capacity build the leadership 	5Years
High number of Boundary disputes	Establish geodetic control for easy geo-referencing of points on ground	To Minimize conflicts and improve land market productivity	<ul style="list-style-type: none"> -Provide RIM for site visit -Engage use of qualified surveyors Sensitize the public on boundary resolution mechanism 	Continuous
Unplanned towns/markets	To provide a spatial framework for socio-economic development of the county	To prepare local physical development plans to guide the use of land in urban and rural areas	<ul style="list-style-type: none"> Increase on the budgetary allocation on Spatial planning and urban development in general -Develop capacity for funding negotiations from other stakeholders especially the private sector and NGO's. -Increase human resource development through employment of technical personnel -Incorporate other Departments activities so that we can share resources/budget on issues that cross cut in all sectors. -inter –departmental cooperation , planning and implementation of projects -Promote use of modern technology such as G.I.S for continuous planning and monitoring. -Promote stakeholder linkages and participation. 	5Years
Uncontrolled /uncoordinated development	To create Harmony and order on all development through guided implementation frameworks.	To develop zoning plans and layout plans to restrict development	<ul style="list-style-type: none"> Prepare plans for various towns and market centers and update the outdated ones. -carry out routine inspections/enforcement regularly -Set a budget for demolition of all unregulated development within the county -Budget for resources on the activity such as fuel, vehicles -Sharing of the available resources 	5Years

Issue	Strategic Objectives	Specific Objectives	Strategy	Time Frame
			<ul style="list-style-type: none"> -Employ qualified personnel to carry out enforcement -Sensitize developers on the use of qualified Technocrats, i.e. Engineers and foremen. -Cultivate a good political goodwill between the political class and educate them on the need to support approved developments 	
In adequate legislations, policies and by - laws to enforce the implementation of administrative activities	Embrace national laws and policies to operationalize the existing by - laws.	Formulate legislative policies and by - laws for easy administrative activities.	<ul style="list-style-type: none"> -Enhance public participation -provide legislative guidelines to seal gaps on compliance to the by-laws 	2018-2021 [three years]
In adequate space /land for urban expansion in relation to activities provided in the first schedule of the Urban Areas And Cities Act Of 2011	1. To identify viable land for expansion and develop within urban set ups.	-To acquire land through purchasing or displacement of residents from the identified land through compulsory acquisition.	<ul style="list-style-type: none"> -Increase budgetary allocation -Revise the land policies and by-laws -Buy land from private owners and secure government land -Sensitize politicians and stakeholders -Implement the projects as prioritized 	Continuous process
Inefficient public infrastructural utilities in towns	To increase efficiency in public infrastructure in towns	<ul style="list-style-type: none"> -Controlled urban population -Construction of modern sewerage system -Construction and opening the drainage systems -Formulate adequate policies -Provide working tools, equipment and protective gears -Provision for staff training -Purchase enough machinery -Opening the backstreets/corridors -Acquire adequate dumping sites Sensitize the public 	<ul style="list-style-type: none"> -Capacity build the personnel. -Increase budget allocation -Decentralize services to rural area -Construction and maintain ace of modern functional sewerage systems Construction and maintenance of functional drainage systems -Formulate adequate policies -Procure and purchase adequate working tools, equipment and protective gears -Implement staff training mechanism to motivate human resource in the urban set ups. -Procure and maintain the machineries -Opening and maintaining the streets -Purchase land and construct modern land fields -Organize public participation foras 	continuous
Cross Cutting Issues				
Gender Mainstreaming	To ensure inclusivity of both genders through development of gender Mainstreaming policies	Incorporate gender Mainstreaming issues in the department	<ul style="list-style-type: none"> -Carry out sensitization programmes on the need for women inclusion on land matters and other issues related to development. -Encourage and train women to participate in decision making and development as they are also part of the stakeholders. -Carry out a baseline survey to determine level of gender 	Continuous

Issue	Strategic Objectives	Specific Objectives	Strategy	Time Frame
			mainstreaming - compliance level with 30% of gender representation policy on employment in the public service -collection of sex disaggregated data to guide in planning and programming in public institutions	
Corruption eradication	To reduce to zero corruption actions among employees and public institutions		-Conduct integrity training/sensitization of staff to build capacity on corruption prevention -Undertake integrity tests -mounting of suggestion box at specific location for public to report on corruption vices - implement corruption prevention strategies coordinated by the corruption prevention/integrity committees	Continuous
HIV/AIDS	Protection/ Prevention of the spread of HIV/AIDS	Create awareness of HIV/AIDS among the workforce	-Encourage frequent Counselling/testing among the workforce to know their HIV status -Promote use of protection during sexual intercourse -behavioral change communication for vulnerable groups	Continuous
Issue/problem	Strategic objective	Specific objective	strategies	Time frame
Prevention of alcohol and drug abuse	To minimize the negative effects caused by alcohol and drug abuse in relation to performance for results	To implement activities aimed at reducing/minimizing the preference for alcohol and drug abuse	1. develop and implement workplace policy on alcohol and drug abuse 2. undertake baseline survey to establish preference of alcohol and drug abuse to inform intervention programs. 3. undertake sensitization of staff/target population on alcohol and drug abuse prevention. 4. instituting counseling programs for staff members affected by alcohol and drug abuse. Submit quarterly alcohol and drug abuse prevention implementation report to NACADA through county result office.	continuous
Competencies development	To increase employee service delivery by inducing on job training and versatility	To identify approaches for training and development for capacity building.	1. Perform and competence needs assessment. 2. do intervention programs. 3. carry out monitoring and evaluation intervention programs. 4. execute performance appraisal. 5 present assessment of career progression.	continuous
Disability mainstreaming	To prevail a conducive environment for people with special needs.	To implement government policy on affirmative action for people with special needs	1. develop communication system for ensuring that persons with disabilities access information and services. 2. establish structures that will ensure that service points are environmentally friendly for persons with disabilities. 3. ensure 5% of all recruited personnel are persons with disabilities in instances where persons with disabilities apply and without sacrificing merit. 4. establish and operationalize disability mainstreaming committees with persons with disabilities included as	

Issue	Strategic Objectives	Specific Objectives	Strategy	Time Frame
			members. 5. sensitize and train staff on service provision to persons with disabilities. 6. to implement the government disability policy.	
Disposal of idle assets	To sell old assets which deter efficiency of service delivery	To evaluate the assets which have become obsolete	1. study the policy for disposing obsolete equipments. 2. I dentify and investigate register for assets. 3. identify a evaluator. 4. competitively sell the obsolete assets.	2018- 2020 [two years]
Project implementation	To determine the accuracy of rolling out project to their specifications	To analyze whether activities are executed as planned	To answer the questions; 1. timeliness-are project activities completed within time? 2. quality -are the specified quality standards met ? 3. relevance to mandate -are the projects relevant to the core mandate? 4. cost effectiveness -are the projects ultimate costs within the budget? 5.project completion rate - identify project execution, document and report the completion rate.	continuous

CHAPTER FOUR

Goal: To provide planning guidelines for urban development throughout the county by formulation of the County spatial plan and other integrated plans

Strategic Issue : Unplanned towns and market centres

Strategic Objective 1: To provide a spatial framework for socio-economic development of the county

Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
To prepare county spatial plan and local physical development plans to guide the use of land in urban and rural areas	Enhance partnerships for financing of plan preparation modern technology such as G.I.S for continuous planning and monitoring.	Issuance of Intention to Prepare Plan Transect/Reconnaissance Survey Meeting Incorporation of Comments	Spatial plan Local physical development plans	County Spatial Plan GIS Lab Thematic/Bases maps Attribute data Reports	0	1	1	1	1	1	County government of Nyamira LHUD Members of the public Private partners	0	80M	80M	70M	70M	300M
To develop zoning plans and layout plans to restrict development	Prepare plans for various towns and market centers and update the outdated ones.	Plans preparation stages Site inspections	Zone plans	Controlled development													

Goal: To establish geodetic controls in major towns for efficient survey services

Strategic Issue : High number of Boundary disputes and conflicts

Strategic Objective 1: To provide a basis for investment and ensure land market productivity

Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total

To Ensure Security of Tenure and Facilitate Investment	Improving landuse systems through proper management of land information systems	Increasing no of households with title deeds Surveying and demarcation of all public land	Reduced land conflicts Well documented registers and secure public land	% of Households with title deeds No. of public land surveyed and fenced.	0		0	0	0		Land registry Survey office Physical planning office	0		0	0	0	
Goal: To Ensure proper management and to enhance infrastructure development for housing production																	
Strategic Issue : Inadequate supply of houses																	
Strategic Objective: Provision of adequate, affordable modern housing for Nyamira residence																	
Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan					Total Plan Target	ACTORS	Budget By Plan Year (Kshs. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
Facilitate production of 2,000 public and civil servants housing units per year i.e. Construction of Governor's and D/Governor's Official Residence	-Development of modern houses for Nyamira residence Construct county headquarters offices	-Inviting private sector participation through PPP -Inviting national government for support and capacity building	Improved housing stock -model civil servant housing -Operational Governor's and Deputy /Governor's Official residence and County headquarters offices	No of residential houses constructed		500	500	500	500	2000			750	750	750	750	3
Maintenance / Refurbishment of Government Residential Houses	Maintenance of Government residential houses	Sufficient revenue for housing improvement	- Bil l of quantities		50	50	50	50	200			20	20	20	20	80	

	Training and Demonstrations on new building technologies to community members	On-site training and demonstration	Acceptance and adoption of innovative building technologies	- No. of trainings conducted in 5 sub-counties - No. of local community trained		5	5	5	5	20			5	5	5	5	20
	Office Space and Residential Accommodation Leasing	Processing of lease request as received	Duly executed lease agreements	Private particulars forms Lease agreement document		3	3	3	3	12			1b	1b	1b	1b	4b

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

URBAN DEVELOPMENT

Goal: proper town management through coordination and management of urban development activities									
Strategic Issue 1: Inefficient public infrastructural and drainage utilities in towns									
Strategic Objective 1: To increase efficiency in public infrastructure in towns									
Outcome: increased revenue from public satisfaction									
Strategies	Activities	Outputs	KPIs	Output performance		Budget performance			Remarks
				Target	Achievement	Target	Achievement	Deviation	
Develop functional waste and drainage management systems in urban areas	To construct a functional sewage system for efficient solid and liquid management	A Constructed and functional sewage system.	No.of kms done	10km per year					
Infrastructure & Social amenities development	To provide ample parking space and ease of traffic flow in keroka town	Functional Parking lots	Msquare of parking lots done	one					
	Purchase of land for open air market at keroka	Purchased land	Size. of land purchased	A parcel					
Recreational open park	Improvement of open recreation in the town	Complete open park	A recreational facility	One					
Construction of bus park in Nyansiongo	To improve urban circulation and transport systems	Organized urban Transport	A car park	one					
Open up backstreets	To improve towns status ,transport network and ease mobility	Opened up roads	No of kms of roads opened	km					
Construction of bodaboda sheds	To provide a conducive working environment for motorcycle transport	No. of motorbike sheds constructed.	No of sheds constructed Increased revenue	No. of sheds					

Goal: proper town management through coordination and management of urban development activities									
Strategic Issue 1: Inefficient public infrastructural and drainage utilities in towns									
Strategic Objective 1: To increase efficiency in public infrastructure in towns									
Outcome: increased revenue from public satisfaction									
Strategies	Activities	Outputs	KPIs	Output performance		Budget performance			Remarks
				Target	Achievement	Target	Achievement	Deviation	
establishment of Municipality	To improve service delivery in Nyamira Municipality	An established municipality	Management Boards offices infrastructure	Nyamira municipality					

CHAPTER SIX

RISK ANALYSIS AND MITIGATION

This table highlights the anticipated risks, rate of expectedness and the mitigation measures during implementation of the strategic plan. The rates can be rated as low, medium or high, as shown in the matrix below.

Risk	Rate	Mitigation
Low budgetary allocation	high	Make proposals for other sources of funding Seek public private partnerships