

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA COUNTY

**COUNTY SECTOR PLANS FOR GENERAL ECONOMIC, COMMERCIAL AND
LABOUR AFFAIRS SECTOR**

(2023-2033)



SECTOR VISION AND MISSION

SECTOR VISION

A nationally and globally competitive county economy with sustainable and equitable socio-economic development through promotion of trade, investment and enterprise development.

SECTOR MISSION

To promote, co-ordinate and Implement integrated socio-economic policies and programmes for a rapidly industrializing, investing and entrepreneuring economy

Foreword



The Constitution of Kenya 2010, the Kenya Vision 2030 and its Medium-Term Plans, provide the foundation for the preparation of the First Sectorial Plans for Nyamira County. This Sectorial Plan, will be used to inform resource distribution, a tool of resource mobilization in the face of limited and competing priorities for the betterment of the lives of the people of Nyamira County. The Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by the year 2030. The County's vision of embracing urbanization for accelerated socio- economic growth is in tandem with this overall national vision. The Sector Plans identify a number of flagship projects to be implemented across the country for all sectors. The County Government has identified county-specific flagship projects and Programmes that will be implemented at county level and work with the National Government and Key Stakeholders to ensure these projects are implemented in a responsible, transparent and cost-effective manner. The preparation of this first Sector Plan is based on the County Governments Act, 2012 section 109 which mandates every county to prepare Sector Plans. The Sector Plan is a ten-year blue print that highlights the socio-economic challenges faced by the County, strategies for resources mobilization and programme interventions aimed at realizing our socioeconomic goals and desired impact. The preparation of the Sector plan was done through a participatory process that involved various stakeholders. The sector plan will provide a structured roadmap for planning, budgeting, implementation, monitoring, evaluation and reporting for programmes and projects within the sector over the ten-year planning period

BERNERD MAINA

EXECUTIVE COMMITTEE MEMBER

**DEPARTMENT OF TRADE, INDUSTRIALIZATION, TOURISM AND COOPERATIVE
DEVELOPMENT**



ACKNOWLEDGEMENTS

The process of sector plan making is a consultative and participatory that consumes both financial and other resources. The development process of this Sector Plan 2023-2033 was coordinated by the Executive Committee Member, Mr. Bernard Maina.

We cannot list all by duty or contribution but we appreciate the commendable job done by; (CECM) Bernard Maina, CCO Dennis Onduko, Director planning Paul Onyango, director trade, John Kerina, director tourism Grace Otanga, director weights and measures Kennedy Kilungia, Economist Vane Nyasimi and the external stakeholders from SMEs. Their unwavering commitment and teamwork is duly acknowledged. Similarly, and with equal measure, I also express my appreciation to the entire Treasury staff and other sector conveners and co-conveners for their dedication, contributions and support that they provided during the preparation of this document.

We are particularly grateful to H.E the Governor His Excellency Amos Kimwomi Nyaribo, Deputy Governor His Excellency Dr James Gesami, the County Executive Committee Member for Finance and Economic Planning Mrs Emily Ongaga for their role, direction and guidance in developing this document.

I also take this opportunity to thank all Executive Committee Members, Chief Officers, Budget & Economic Forum members and all our partners for their invaluable contribution, either through direct or indirect support.

Finally, it is our sincere hope that the Nyamira Sector Plan 2023-2033 would provide strategic guidance to the 2023/2024 annual budget.

DENNIS ONDUKO

**County Chief
Officer**

**DEPARTMENT OF TRADE ,INDUSTRILIZATION,TOURISM AND COOPERATIVE
DEVEOPMENT**

EXECUTIVE SUMMARY

This Sector Plan is organised around six chapters. The first chapter covers basic introductory and background issues that are considered pertinent to the implementation of the Sector Plan. It also covers issues to do with sectorial development challenges, development agenda, sectorial resources and their contribution to the economy, sectorial Vision, Mission and Core Values, Departmental roles and lessons learnt from previous strategic plans. This Department is composed of Trade, Cooperative Development, Tourism, Investment and Industrialization. This strategic plan is a manifestation of the Department's commitment to deliver quality services to the private sector, which is the engine of economic growth and development.

County Integrated Development Plan

This Sector Plan has been developed and anchored against the background of the Nyamira (2023-2027) CIDP. Through the stipulated initiatives and activities detailed in this plan, it is hoped that the department will be able to meet the challenges while ensuring the achievements of the Nyamira CIDP as well as fulfilling the aspirations of the national development blueprint, the Kenya Vision 2030. The plan identifies goals, objectives, strategies and activities, expected outputs and outcomes that the Department intends to pursue in the next five years. The plan is expected to accelerate economic growth and development by promoting trade, investment, industrialization, enterprise and private sector development.

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ABBREVIATION

ACC-Assistant County Commissioner

CIDP-County Integrated Development Plan

CSP-County Sectoral Plan

CECM-County Executive Committee Member

CS-County Secretary

CCO-County Chief Officer

DCC-Deputy County Commissioner

FY-Financial Year

KEBS-Kenya Bureau of Standards

PWDs-People Living with Disabilities'

KNBS-Kenya National Bureau of Statistics

UM-Upper Middle

MSEs-Macro and Small Enterprises

MTP-Medium Term Plans

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CHAPTER ONE

OVERVIEW AND BACKGROUND OF THE COUNTY

1.0 INTRODUCTION

This chapter gives the details of the sector in terms of overview of the county, background of the county, mandates of the sector, rationale for the sector plan and approach / methodology of the sector plan.

1.1 OVERVIEW OF THE COUNTY

Nyamira is situated in the Western part of Kenya. The County covers an area of 899.4km². It lies between latitude 00 30' and 00 45' south and between longitude 34 45' and 35 00' east. 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 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

The County's topography is mostly hilly "*Gusii highlands*". The Kiabonyoru, Nyabisimba, Nkoora, Kemasare hills and the Manga ridge are the most predominant features in the county. The two topographic zones in the county lie between 1,250 m and 2,100 m above the sea level. The low zones comprise of swampy, wetlands and valley bottoms while the upper zones are dominated by the hills. The permanent rivers and streams found in the County include Sondu, Eaka, Kijauri, Kemera, Charachani, Gucha (Kuja), Bisembe, Mogonga, Chirichiro, Ramacha and Egesagane. All these rivers and several streams found in the County drain their water into Lake Victoria. The major types of soil found in the County are red volcanic (Nitosols) which are deep, fertile and well-drained accounting for 85 per cent while the remaining 15 per cent are those found in the valley bottoms and swampy areas suitable for brick making.

The County is divided into two major agro-ecological zones. The highland (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. Although the vegetation in the County is evergreen, there is no gazetted forest. The county has a bimodal pattern of annual rainfall that is well distributed, reliable and adequate for a wide range of crops. Annual rainfall ranges between 1200 mm-2100 mm per annum. The long and short rain seasons start from December to June and July to November respectively, with no distinct dry spell separating them. The maximum day and minimum night temperatures are normally between 28.7°C and 10.1°C respectively, resulting to an average normal temperature of 19.4°C which is favourable for both agricultural and livestock production.

The county has an estimated population of 653,515 as at 2022, with 336,407 being female and 317,108 males

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 inter-county 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 dwellings.

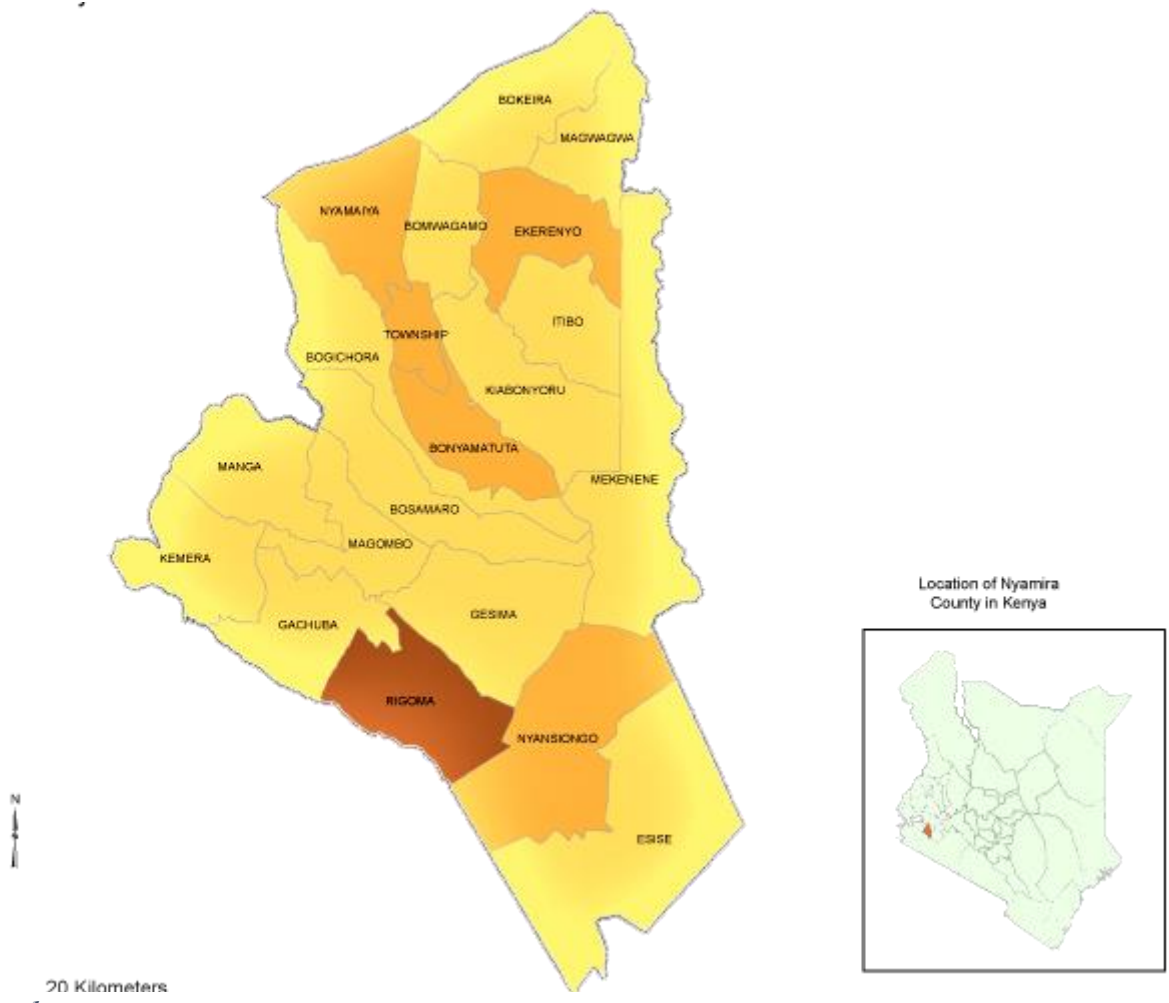


Figure 1

1.2 BACKGROUND OF THE SECTOR

General Economic Commercial and Labor Affairs

This sector consists of three sub-sectors namely: Trade, Co-operative and tourism development which is further broken down to Trade and Investments, Weights and Measures, Tourism development, Industrial development and enterprise development. The Sector commitment is to deliver quality services to the private and public sectors, which is the engine of economic growth

and development. The Sector mandate is anchored on the Kenya Vision 2030 and County Integrated Development Plan (CIDP), which identifies strategies, goals, strategic objectives, activities, expected outputs and outcomes that the Sector intends to pursue within the period. It is expected to accelerate economic growth and development by promoting trade and investment, through creation of enabling environment for business to thrive.

Sub-Sectors and Their Mandates Departmental mandate

a) Administration

- ❖ Coordinate department programmes
- ❖ Ensures better service delivery

b) Trade Sub sector

The Directorate has been mandated to execute the following activities

- ❖ Market Infrastructure development and management
- ❖ Business regulation and revenue generation
- ❖ Fair trade practices and consumer protection
- ❖ Development of micro and small business
- ❖ Marketing and value addition
- ❖ Capacity building
- ❖ Promotion and development of Tourism
- ❖ Business financing

c) Cooperative sub sector:

The Directorate has been mandated to execute the following activities

- ❖ Marketing and value addition
- ❖ Cooperative audit services
- ❖ Mobilization of saving and credit provision
- ❖ Cooperative governance
- ❖ Capacity building
- ❖ Promotion of ventures

D)Enterprise development

- ❖ Market access through online platforms
- ❖ Technology acquisition and transfer of skills to MSEs
- ❖ Collaborate with relevant stakeholders to sensitize MSEs on work place environments
- ❖ provide workspace and common user manufacturing facilities
- ❖ promote agribusiness through value addition to agricultural products

E) Tourism development

- ❖ promotion of tourism through campaigns
- ❖ development of tourism
- ❖ coordination with public and private agencies
- ❖ plan and coordinate tourism

f) Weights and Measures

- ❖ To control the accuracy and manner of use of weighing and measuring equipment in use for trade.
- ❖ To control the sales and goods in terms of quantity.
- ❖ To regulate sales, manufacturing and the repairs of weighing and measuring equipment.
- ❖ To protect consumers against cheating through false trade description of goods and services in terms of quantity.

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. County governments are required to prepare the County sector plans to enable prioritization of socio-economic development issues at the local level

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

Preparation of a County Sectoral Plan (CSP) it's provided in the law that counties should prepare for the plans for easier running of programmes. The CSP are prepared for various reasons:

- ❖ Easy resource allocation
- ❖ Provision of a forecast
- ❖ Setting of achievable goals
- ❖ Help in fast trucking of programmes to help achieve set targets

LINKAGE OF SECTOR PLANS WITH THE KENYA VISION 2030

Kenya's Vision 2030 is an economic blueprint that seeks to create "a globally competitive and prosperous nation with a high quality of life by 2030". The Vision aims to transform the country into a newly industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment. The Vision is anchored on three key pillars: economic; social; and political. Kenya Vision 2030 is implemented through successive five years Medium Term Plans (MTP) at the national level while the sector plans implement it at the county level

The section should provide a justification for preparing the CSP. This should entail discussing the need for the plan with reference to its linkages with: the existing national and county planning frameworks; and domestication of the relevant international obligations.

1.4 Approach/methodology in the preparation of the sector plan

Preparation of the secular plan involved a series of procedures. The department set the polies and guidelines on the preparation of the plans then the department of finance under the directorate of budgeting and planning issued a circular to all departments indicating the reasons for the preparations of the sectoral plans. The CECM (county executive committee member) finance

gave the CS (county secretary) directive to issue the concept note. The plan was then launched by the governor to mark the beginning of the preparation of the plan.

After the launch, data collection process for the plan commenced. As required by the law, an advert was gazetted and advertised on radio stations to carry out public participation in order to collect views from the public on their preferred development issues. The public participation exercise was done by the appointed technical team which included the CECM, CCO, Directors together with planning team. The exercise was done through the ACC, DCC, Ward administrators, chiefs and sub-chiefs and this enabled data collection all the way from the village level. Data was therefore collected from all 20 wards in a span of one week.

A sector working group approach was therefore taken in order to retrieve data from all the directorates from both the county and national level. A technical team was again selected for this data collection process which involved directors from Trade, Co-operative development, Enterprise development, Weights and Measures and Tourism development and together they worked with the planners. The collected data from the sector working groups was thereafter reviewed by professional consultants to verify their credibility and accuracy.

The Finance and Economic Planning directorate then carried out a six-day seminar with the Controller of Budget, KNBS official, County Physical Planner, Manager of Municipality and Regional Population Coordinator and together they came up with a zero-draft copy of the plan. The plan was then uploaded on the county website and subjected to various stakeholders for stake-holders involvement.

CHAPTER TWO

PERFORMANCE REVIEW OF THE PREVIOUS COUNTY INTEGRATED DEVELOPMENT PLAN PERIOD 2018-2022

2.0 INTRODUCTION

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

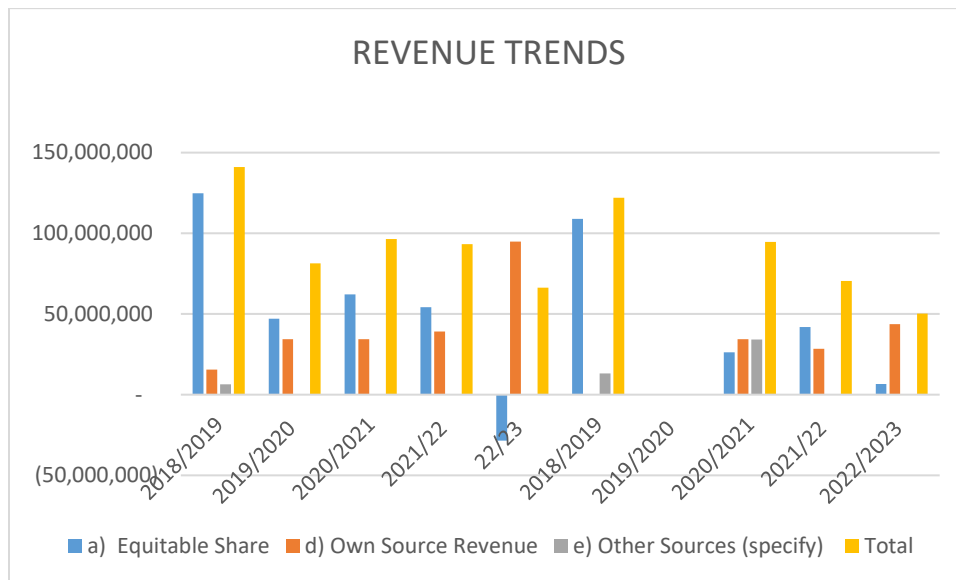
2.1 ANALYSIS OF THE SECTOR REVENUE SOURCES

The table below shows revenue projection and the actual revenue of various sources of revenue in the reviewed period

Table 1 Analysis of Sector Revenue Sources

Revenue Sources	Revenue Projection (Ksh. million)					Actual Revenue (Ksh. million)				
	2018/2019	2019/2020	2020/2021	2021/2022	22/23	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
a) Equitable Share	124,717,277	47,137,690	62,070,065	54,198,488	(28,513,390)	108,872,508		26,305,065	41,953,738	6,597,724
b) Conditional grants (GoK)	-	0	-	-	-	-		-	-	-
c) Conditional grants (Development Partners)	-	-	0	-	-	-		-	-	-
d) Own Source Revenue	15,631,793	34,281,378	34,281,378	39,106,649	94,853,340			34,281,378	28,485,101	43,695,076
e) Other Sources (specify)	6,433,488	0	0	-	-	13,178,258		34,116,279	-	-
Total	140,982,558	81,419,068	96,351,443	93,305,137	66,339,950	122,050,766		94,702,722	70,438,839	50,292,800

Figure 2



2.2 SECTOR BUDGET EXPENDITURE ANALYSIS

The table below shows the total budget allocation and the actual expenditure in the stated financial years as well as the absorption rate

Table 2: Sector Expenditure Analysis

Sector: Economic, Commercial and Labor affairs FY	Total Budget Allocation (Ksh in millions)	Total Actual Expenditure (Ksh in millions)	Variance	Absorption rate (%)
2018/2019	146,782,558	85,669,825	-61,112,733	41.63%
2019/2020	86,896,929	61,227,244	25,669,685	30%
2020/2021	80,498,837	64,525,849	15,972,988	20%
2021/2022	93,305,137	70,438,298	-22,866,298	25.60%
2022/2023	57,339,950			
Total	464,823,411	257,418,635	125,621,704	

In all the financial years there is no 100% absorption rate this due to late release of exchequer. 100% can be attained if the government releases funds in time to facilitate development

2.3 SECTOR PROGRAMMES' PERFORMANCE REVIEW

2.3.1 Trade

In the plan period, the sector targeted to empower the county citizens economically. The sector was able to do so by constructing thirteen markets, constructing ten ordinary and one modern toilets in market places. It was also able to fence 9 markets and build one shoe polish shed. Furthermore, ten business sensitization forums were held, seven market committees established and eight traders training conducted. The sector also participated in an International Regional trade fair and seven local trade fairs. During the period, 13,250 businesses were invoiced and licensed.

2.3.2 Co-operatives

With the objective being to improve the returns on investments, good governance, member participation as well as improving investments and savings, the sector was successful in forming 8 new co-operative societies while reviving 5 of the same. Sixty statutory audit were conducted as well as six successful inspections done. The co-operative member training done proved to be of great importance in improving governance as 4 members compared to the planned 6 were retained.

2.3.4 Weights and Measures

Traders weighing and measuring equipment verified were 15,000 which was more than the planned figure (12,700). The sector also carried out 80 investigation and persecution of unfair trade practices and 85 on-site inspection of trade premises, Tea/Coffee Factories to ensure uniformity of weighing and measuring equipment. The sector also calibrated 120 fuel dispensing pumps.

2.4 CHALLENGES

Cooperatives

	CHALLENGES	WAY FORWARD
1	Inadequate funding	Upscale the budget during supplementary budget
2	Delay of prerequisite policy/legislation	the department is in the process of completing the formulation of policies and drafting relevant legislation i.e. the co-operative policy, County co-operative law, co-operative development fund bill
3	Inadequate technical staff	The department to expedite recruitment of the Technical staff
4	Inadequate means of transport	Procure at least one vehicle and repair existing one vehicle which is grounded

Industrialization

1. Inadequate synergy levels between National and County Governments as well the private sector(KAM,KNCCI,KNJKFA,KEPSA etc)
2. Encroachment of public land earmarked for Industrial/MSE development
3. Low staffing levels
4. Lack of worksite management regulations
5. Unfavorable legal and regulatory framework
6. Limited access to affordable credit and financing
7. Limited market access
8. Inadequate worksites and industrial centers

Trade

During the implementation some challenges were faced. Some of these include:

- ❖ Lack of Policies and legislations. To manage markets, there was need for a document to give effect to constitution of committees and stipulate respective mandate. Lack of this resulted to several litigations.
- ❖ Disbursement of business loans was hindered as we lacked a legislation.
- ❖ Land encroachment.This hindered fencing and construction of market facilities.
- ❖ Inadequate funding. The sector was poorly funded resulting to non-implementation of most projects.

- ❖ Frequent diversion of fund to other priorities from initial ones,
- ❖ Inadequate personnel. The sector is poorly staffed and as result performance is hindered.
- ❖ Inadequate working standards and tools
- ❖ Lack of goodwill and political interferences

2.4.1 EMERGING ISSUES

Co-operatives

1. Arising from the experience of COVID19 the cooperative societies should adopt delegate system.
2. Succession management in the leadership of cooperative societies.
3. Gender mainstreaming in all levels of cooperative leadership.
4. Political interest in cooperative society leadership.
5. Increased demand for transparency in cooperative organization.

Industrialization

1. Adverse climate change effects
2. Cross cutting issues such as mainstreaming Gender,HIV/AIDS, the vulnerable and PWDs
3. Promote the use of ICT in MSME interventions
4. Adverse effects of pandemics like COVID 19 and Ebola

2.4.2 LESSONS LEARNT

Industrialization

1. Develop a benchmarking strategy.
2. Capacity building should be a continuous.
3. Need to have strong partnerships and collaborations with stakeholders in industrial and enterprise development.
4. Develop an effective monitoring and evaluation system to facilitate tracking of progress being made in the implementation of plan objectives.
5. There is need to mobilize provision of adequate resources to implement projects and programmes.
6. Put in place mechanisms to mitigate against calamities.

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

2.5 NATURAL RESOURCE ASSESSMENT

The table below shows the natural resources within the county

Table 3: Natural Resource Assessment

Name of Natural Resource*	Dependent Sectors	Status, Level of Utilization; Scenarios for Future	Opportunities for optimal utilization	Constraints to optimal utilization	Existing Sustainable Management strategies
<i>Manga ridge</i>	<ul style="list-style-type: none"> • Tourism • Trade • Enterprise development 	<p>Land identified but not yet surveyed and demarcated</p> <p>Construct of tourist park</p>	<p><input type="checkbox"/> <i>Best practices in promotion of local tourism that will help generate boost local revenue</i></p> <p>This will attract traders and MSEs to come up with structures to sell goods i.e kiosks</p>	Land encroachment by the surrounding people hence	<ul style="list-style-type: none"> • <i>Land visitation for identification and surveying</i>
Nkoora forest	<ul style="list-style-type: none"> ▫ Tourism Environment 	<ul style="list-style-type: none"> ▫ trees planted and 	<p><input type="checkbox"/> <i>Can support people to embrace environmental conservation and hence curb climate changes</i></p>	<i>; deforestation by the surrounding people</i>	<ul style="list-style-type: none"> • <i>Legal and policy enforcement</i> • <i>Forest rehabilitation programme/planting more trees</i>
Kiabonyoru hills	Tourism promotion	Land identified yet to be demarcated	Promote both local and national tourist	Land encroachment by the surrounding people	Legal policy enforcement

2.6 DEVELOPMENT ISSUES

Table 4 below shows the development issues, the objectives and strategies to curb the issues

Table 4: Sector Development issues

Trade

Major Issues/Problems	Causes	Development Objective	Immediate Objective	Existing opportunities/ strengths within the sector	Strategies
Trade Development					
Inadequate Trade Development and promotion	Inadequate safe trading environment, Poor hygiene environment	Provide safe and hygiene trading environment	Increased safe trading environment	Adequate market space for construction relevant facilities	Secure trading space by fencing markets, Construct markets and market Sheds, Open new markets, Construct market Toilets to allow a hygiene environment, Construction of warehouses, Install lighting in markets, Supply water to markets, Open and improve access roads to markets, Additional market days, Market repairs, Control of storm waters in markets,
	Poor governance in markets	Better managed markets,	Improve management of markets	Existence of committees in some markets	Develop market management policies and other legislations. Constitute market committees. Conduct market committee elections
	Inadequate business information and skills	Carry out business training	Improve business skills, Avail business information, Improve business records		Conduct business trainings to improve business skills, Enhance sensitisation on business matters and opportunities,

					Organize Investment forums, Promote saving culture
	Unregulated trade	A reliable traders data bank	Avail reliable traders data bank,	Available sketchy data, Available annual finance Act	Conduct business mapping to ensure there is reliable data on businesses, Licence all businesses, Collect revenue from all businesses through Single Business Permits, Review revenue rates i.e. SBP,market fee to make them affordable, Enhance market due collections
	Affordable Business finance	Provide traders with loans/funds			Develop legislation to provide loan kitty, Give affordable loans to deserving businesses,
	Participation in trade fairs and exhibitions	Equip clients with information and network	More business opportunities and access to market of local products		Identify participants for various exhibitions, Explore relevant exhibition for participation by officers and traders, Participate in identifying products to be exhibited,

Co-operatives

Major	Causes	Development	Immediate	Existing	Strategies
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	Issues/Problems		Objective	Objective	opportunities/ strengths within the sector	
Cooperative Development						
1	Inadequate Credit facility to Co-operative societies	<p>Low savings among membership, Weak coordination and linkages among Cooperatives</p> <p>Inadequate training of Cooperative society leaders. Weak Monitoring and evaluation of programmes.</p>	Empowering Co-operative societies	<p>Increased awareness on cheap credit facility.</p> <p>Strengthening of loaning policy</p> <p>Adequate training of management committees</p> <p>Strong Monitoring and evaluation system developed</p>	<p>Existing laws, policies and regulations.</p> <p>Preparation of County cooperative policy, County Cooperative Act, County Enterprise development Fund Act</p>	<p>Train all the management committee.</p> <p>Initiate cooperative Information Management System (CIMS)</p> <p>Enforcement of relevant laws, policies and regulations</p> <p>Creation of Cooperative revolving fund</p>
2.	Poor Governance in the Co-operative movements	<p>Weak loaning policy in cooperatives</p> <p>Weak Human resource policy</p> <p>Dormancy of cooperative society</p> <p>Ageing membership in cooperative societies</p> <p>Inadequate training</p> <p>Audit arrears</p> <p>In adequate technical staff,</p> <p>Low level of training of cooperative society staff</p> <p>Low level of cooperative society products</p> <p>Low level of utilization of ICT</p>	Compliance of Co-operative societies	<p>Increased regular training of cooperative leaders and staff</p> <p>-Gender mainstreaming in cooperative society leadership</p> <p>-increased cooperative society products</p> <p>Increased number of departmental technical staff</p>	<p>Adherence to cooperative society Act</p> <p>Utilization of existing booking centres</p>	<p>Holding seminars, workshops and exchange visits</p> <p>Board meeting</p> <p>Regular inspections</p> <p>Regular statutory audits,</p> <p>Regular Spot checks</p> <p>Preparation of County cooperative code of conduct</p> <p>Conducting Co-operative societies elections</p>

3.	Underdeveloped marketing channels	Inadequate processing facilities Low utilization of digital machines	Marketing Development	Purchase of processing and digital machineries	Availability of raw materials. Utilization of existing processing machine eg Gusii coffee union milling plant	Enhance communication among all stakeholders Initiate cooperative Information Management System (CIMS) Formation of Co-operative bulking centres
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Industrialization

Major Issues/Problems	Causes	Development Objective	Immediate Objective	Existing opportunities/strengths within the sector	Strategies
Industrial/MSE Development					
Low levels of industrialization	Lack of awareness on intervening programs	<ul style="list-style-type: none"> -To attract local and foreign industrial investment -Promote value addition in the counties -Generate employment opportunities -Improve product competitiveness and business environment 	<ul style="list-style-type: none"> -Create awareness on value addition, standardization, product development and IPRs. -Promote linkages to relevant supporting institutions -Introduce trainings targeting tanneries and manufactures of leather products -organize shows/exhibitions and investment forums -Initiate procurement of tools and equipment such as vegetable drying machines, lathe machines, carpentry, welding, vehicle 	<ul style="list-style-type: none"> -Existing offices of Industrialization, Enterprise Development, KIRDI, KIE, KEBS in the region with qualified staff -availability of primary products for value add -existence of the industrialization policy 	<ul style="list-style-type: none"> -Conduct training needs analysis from which we derive areas of training eg marketing, value addition, record keeping -Mobilize the relevant supporting institutions like KIE, KEBS, KIRDI, KIEPI etc to disseminate information on their products and services on the ground. -Hold exhibitions modelled under One Sub County One Product -Provide specific tools and machines to entrepreneurs and innovators based on strengths from a particular area cluster. -Build worksites and industrial development centres in each Sub County

			mechanical tools etc		
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Weights and Measures

Major Issues/Problems	Causes	Development Objective	Immediate Objective	Existing opportunities/ strengths within the sector	Strategies
Consumer protection					
Unfair trading practices and false trade description	Lack of awareness of laws and regulations controlling fair trade practices, Intentional fraudulent use of weighing and measuring equipment by traders, Use of illegal weighing and Measuring equipment's	Create and ensure a level playing field that facilitates fair competition in trade transaction involving quantity measurement. Ensure use legal weighing and measuring equipment's Increased inspection activities	Increase training of traders on existing laws and regulations governing fair trade practices. Increase sensitizations of consumer rights	Existing laws such as weights and measures Act Cap 513, Trade description act Cap 505, consumer protection Act cap 46, 2019 Fair trade regulation and competition laws of kenya	Train traders on fair trading practices, Sensitize consumers their rights, Enforce the existing laws and regulations by conducting regular inspection of traders premises Carry out verification of traders weighing instruments
	Use of unapproved weighing and measuring equipment for trade use, Lack of regular inspection of manufacturing, sales and repairs of weighing and measuring equipment for trade use,	Ensure promotion of uniformity of all weightment and measurements in trade through procurement and maintenance of physical standards of weights and measures.	Ensure traders use approved weighing and measuring equipment,	Existing laws such as weights and measures Act Cap 513, Trade description act Cap 505, consumer protection Act cap 46, 2019 Fair trade regulation and competition laws of kenya	Examine, test and stamp weighing and measuring equipment in use for trade, Certify weighing and measuring equipment,

	<p>Inadequate of physical standards of weights and measures which are nationally and internationally recognized,</p> <p>Lack of regular calibration of working standards.</p> <p>Wear and tear of working standards</p> <p>Counterfeit goods</p>				<p>Carry out inspection on persons selling and repairing weighing and measuring equipment.</p> <p>Carry out bi-annual calibration of standard in compliance with primary national standard</p>
		<p>Ensure all goods and services offered for sale bears accurate description</p>	<p>Increase awareness on consumer rights.</p>	<p>Existing laws such as weights and measures Act Cap 513, Trade description act Cap 505, consumer protection Act cap 46, 2019 Fair trade regulation and competition laws of Kenya, other existing state departments such as KEBS, Competition Authority of Kenya</p>	<p>Sensitise the consumers, Conduct regular inspection of traders premises, collaborates with other relevant state department to enforce trade description Act</p>
	<p>Manipulation of weighing and measuring equipment for trade use,</p> <p>Having in possession an inaccurate weighing and measuring equipment for trade use,</p> <p>Having for trade use unapproved weighing and measuring equipment,</p> <p>The trader fails to submit the weighing and measuring equipment in his/her</p>	<p>Continuously ensure all weighing and measuring equipment for trade use are accurate,</p>	<p>Maintain accuracy of weighing and measuring equipment in use for trade,</p>	<p>Existing laws such as weights and measures Act Cap 513, Trade description act Cap 505, consumer protection Act cap 46, 2019 Fair trade regulation and competition laws of kenya</p>	<p>Examine, verify, stamp and certify the weighing and measuring equipment the trader is using,</p> <p>Examine, verify, stamp and certify the weighing and measuring equipment the trader is using,</p> <p>Carry out the investigation of complain</p>

	possession for verification and stamping by weights and measures officer.				<p>pertaining fraudulent use of weighing and measuring equipment.</p> <p>Prosecute the trader infringing laws and regulations governing trade.</p>
	Low revenue collection	Improve revenue collection	Certify all weighing and measuring equipment in use for trade within the county	Existing laws such as weights and measures Act Cap 513, Trade description act Cap 505, consumer protection Act cap 46, 2019 Fair trade regulation and competition laws of Kenya, Nyamira County finance Act 2021	<p>Certify all weighing and measuring equipment in use for trade,</p> <p>Regular inspections of weighing and measuring equipment in use for trade.</p> <p>Procure weights and measures working standards and tools.</p>

Tourism

Major Issues/Problems	Causes	Development Objective	Immediate Objective	Existing opportunities/strengths within the sector	Strategies
<p>Undeveloped and poorly maintained tourist attraction Sites.</p> <p>-Poor accessibility to the tourist places</p> <p>-Lack of adequate facilities in the tourist attractions</p> <p>Undemarcated land</p>	Inadequate Funding	To promote tourism development	To develop and market tourism attraction sites by 2027	Existence of partners such as tourism board	<p>-Marketing and branding of tourist attraction sites</p> <p>Diversification of tourism products;</p> <p>Development, maintenance and adequate financing of tourist attraction sites</p> <p>-Provide adequate facilities at the tourist attractions sites</p>

in major tourist sites					-Harnessing Agri Tourism, Eco Tourism and Conference Facilities Surveying and demarcate the sites to avoid encroachment
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CHAPTER 3
DEVELOPMENT PRIORITIES, STRATEGIES AND
PROGRAMMES

3.0 INTRODUCTION

This chapter provides sector development priorities, strategies, programmes, flagship projects and cross-sector linkages

3.1 SECTOR, VISION, MISSION AND GOAL

3.1.1 Vision

A nationally and globally competitive county economy with sustainable and equitable socio-economic development through promotion of trade, investment and enterprise development

3.1.2 Mission

To promote, co-ordinate and implement integrated socio-economic policies and programmes for a rapidly industrializing, investing and entrepreneuring economy

3.1.3 Sector Goal(s):

- ✦ The overall goal of the Department is economic empowerment through creation of conducive business environment, mobilization of Savings and investments.
- ✦

3.2 SECTOR COMPOSITION:

The Sector A nationally and globally competitive county economy with sustainable and equitable socio-economic development through promotion of trade, investment and enterprise development

- ✦ comprises Trade, Weights and Measures, Industrialization, Tourism and Micro and Small Enterprises
- ✦ This sector is mainly responsible for the promotion and development of commercial and economic activities including value addition and consumer protection

3.3 Sector Priorities and Strategies:

- ✦ Empower the county citizens economically
- ✦ Tap tourism opportunities in the county
- ✦ Industrialize the county to maximize utilization of availability raw materials through value addition
- ✦ To promote enterprise development and inculcate entrepreneurial culture within the county
- ✦ Ensure fair trade practices and consumer protection.

- ✦ Ensure better service delivery
- ✦ Contribute to County Revenue generation
- ✦ Ensure orderly growth in trade through business Regulation

3.4 SECTOR DEVELOPMENT PRIORITIES AND STRATEGIES

This should be derived from chapter one and two of the plan. Strategies to achieve sector priorities should be proposed in relation to root causes of the development issues as provided in table 5

Table 5: Sector Priorities and Strategies

1. Sector Priorities(trade development)	Strategies
2. Provide safe and hygiene trading environment	<ul style="list-style-type: none"> ➤ Secure trading space by fencing markets, ➤ Construct markets and market Sheds, ➤ Open new markets, ➤ Construct market Toilets to allow a hygiene environment, ➤ Construction of warehouses, ➤ Install lighting in markets, ➤ Supply water to markets, ➤ Open and improve access roads to markets, ➤ Additional market days, ➤ Market repairs, ➤ Control of storm waters in markets,
3. Better managed markets	<ul style="list-style-type: none"> ➤ Develop market management policies and other legislations. ➤ Constitute market committees. ➤ Conduct market committee elections
4. Carry out business training	<ul style="list-style-type: none"> ➤ Conduct business trainings to improve business skills, ➤ Enhance sensitisation on business matters and opportunities, ➤ Organize Investment forums, ➤ Promote saving culture
5. A reliable traders data bank	<ul style="list-style-type: none"> ➤ Conduct business mapping to ensure there is reliable data on businesses, ➤ Licence all businesses,

<p>6. Provide traders with loans/funds</p> <p>7. Equip clients with information and network</p>	<ul style="list-style-type: none"> ➤ Collect revenue from all businesses through Single Business Permits, ➤ Review revenue rates i.e. SBP,market fee to make them affordable, ➤ Enhance market due collections ➤ Develop legislation to provide loan kitty, ➤ Give affordable loans to deserving businesses ➤ Identify participants for various exhibitions ➤ Explore relevant exhibition for participation by officers and traders, ➤ Participate in identifying products to be exhibited,
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Sector Priorities(industrialization)	Strategies
<ol style="list-style-type: none"> 1. To attract local and foreign industrial investment 2. Promote value addition in the counties 3. Generate employment opportunities 4. Improve product competitiveness and business environment 	<ul style="list-style-type: none"> ➤ -Conduct training needs analysis from which we derive areas of training e.g. marketing, value addition, record keeping ➤ -Mobilize the relevant supporting institutions like KIE, KEBS, KIRDI, KIPi etc. to disseminate information on their products and services on the ground. ➤ Hold exhibitions modelled under One Sub County One Product ➤ Provide specific tools and machines to entrepreneurs and innovators based on strengths from a particular area cluster. ➤ -Build worksites and industrial development centres in each Sub County

Sector Priorities(weights and measures)	Strategies
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<ol style="list-style-type: none"> 1. Create and ensure a level playing field that facilitates fair competition in trade transaction involving quantity measurement. 2. Ensure use legal weighing and measuring equipment's 3. Increased inspection activities 	<ul style="list-style-type: none"> ➤ Train traders on fair trading practices, ➤ Sensitize consumers their rights, ➤ Enforce the existing laws and regulations by conducting regular inspection of traders premises ➤ Carry out verification of traders weighing instruments
<p>Ensure maintainance of uniformity of all weighment and measurements in trade through procurement and maintenance of physical standards of weights and measures.</p>	<ul style="list-style-type: none"> ➤ Examine, test and stamp weighing and measuring equipment in use for trade ➤ Certify weighing and measuring equipment ➤ Carry out inspection on persons selling and repairing weighing and measuring equipment. ➤ Carry out bi-annual calibration of standard in compliance with primary national standard
<p>Continuously ensure all weighing and measuring equipment for trade use are accurate,</p>	<ul style="list-style-type: none"> ➤ Examine, verify, stamp and certify the weighing and measuring equipment the trader is using, ➤ Examine, verify, stamp and certify the weighing and measuring equipment the trader is using, ➤ Carry out the investigation of complain pertaining fraudulent use of weighing and measuring equipment. ➤ Prosecute the trader infringing laws and regulations governing trade.
<p>Improve revenue collection</p>	<ul style="list-style-type: none"> ➤ Certify all weighing and measuring equipment in use for trade ➤ Regular inspections of weighing and measuring equipment in use for trade. ➤ Procure weights and measures working standards and tools.

Sector Priorities(tourism)	Strategies
<p>To promote tourism development</p>	<p>Marketing and branding of tourist attraction sites</p> <p>Diversification of tourism products;</p> <p>Development, maintenance and adequate financing of tourist attraction sites</p> <p>Provide adequate facilities at the tourist attractions site</p> <p>Harnessing Agri Tourism, Eco Tourism and Conference Facilities</p> <p>Surveying and demarcate the sites to avoid encroachment</p>

3.5 Sector Programmes and Flagship Projects

3.5.1 Sector Programmes

Table 6: Sector Programmes

Programme Name: Trade Promotion and Investment Development								
Objective: Create a conducive business environment								
Programme Name: Trade Promotion and Investment Development	Key Output	Key Performance Indicators	YEAR10		YEAR 10		TOTAL	
			TARGET	COST	TARGET	COST	TARGET	COST
\ 1.Market infrastructure development and Management	Modern Market constructed	Number of modern markets	10	90	10	90	20	180
	Markets Sheds constructed	Number of market sheds constructed	10	32.5	10	32.5	20	65
	Markets fenced	Number of markets fenced	10	16	10	16	20	32
	Mama Mboga sheds established	Number of mama mboga sheds constructed	10	11.4	10	11.4	20	22.8

	Markets repaired	Number of markets repaired	18	9.8	18	9.8	36	19.6
	Modern Ablution blocks constructed in major market centres	Number of modern Ablution blocks constructed in major market centres	7	57.3	7	57.3	14	114.6
		Investors conferences	1	100 M	1	110 M	2	210M
	Modern toilet constructed	Number of Modern toilets constructed	15	48	15	48	30	96
	Modern stalls/kiosks constructed	Number of Modern stalls/kiosks constructed	25	68.2 M	25	68.2 M	50	136.4 M
	Construct Shoe Shine Sheds in market centres	Number of Shoe Shine sheds Constructed in market Centre	9	5.5M	9	5.5M	18	11M
	Supply markets with water including drilling boreholes	Number of markets supplied with water including drilling boreholes	5	16.8 M	5	16.8 M	10	33.6 M
	Market committees Established	Number of Market committees Established	13	1.7	13	1.7	26	3.4
	Market committees election held and facilitate	Number of Market committees election held and	38	4.4M	38	4.4M	76	8.8M

		facilitate							
2.Traders Capacity building and awareness creation	1.Traders trainings conducted on business management and awareness creation	Number of traders trainings on business skills held	20	8.5M	20	8.5M	40	17M	
	Business sensitization for information dissemination and awareness creation conducted	Number of sensitizations on business related matters held	38	4.2M	38	4.2M	76	8.4M	
3.Market access through Participation in trade fairs and exhibitions	International and Regional trade fairs and exhibitions participate	Number of International and Regional trade fairs and exhibitions participated	20	25M	20	25M	40	50M	
	Local trade fairs and exhibitions participate	Number of Local trade fairs and exhibitions participated	20	7M	20	7M	40	14M	
4.Business Regulation and Revenue generation	Business mapping to have data of all businesses carried out	Number businesses mapping to develop data on all businesses	5	5.8M	5	5.8M	10	11.6 M	

	Sensitizations and meetings of licensing team to plan and strategize on licensing and revenue generation	Number of meetings to plan and strategize on business licensing and revenue collection improvement done	10	2.9M	10	2.9M	20	5.8M
	Business Licenses issued	Number of businesses licensed	16000	8.6M	16000	8.6M	32000	17.2 M
	Market fee /dues collected	Amount of Revenue generated from market fee	45	6.4M	45	6.4M	90	12.8 M
5.Affordable Business finance	Traders Revolving loan Scheme established through enactment of an Act	Number of loan scheme established by enacting an Act	5	16.3 M	5	16.3 M	10	32.6 M
	Businesses funded	Number of businesses funded	850	7.5M	850	7.5M	1700	15M
		Amount lent to businesses	250	6M	250	6M	500	12M
	Loan repayment from beneficiaries	Amount of loan paid	87.5	43.9 M	87.5	43.9 M	175	87.8 M

Programme Name: Tourism promotion and development								
Objective: To promote and market tourism in the county.								
Outcome: Increased Tourism Sector Contribution to the County's Earnings								
Sub Program	Key Output	Key Performance Indicators	YEAR 5		YEAR 5		TOTAL	
			TARGET	COST	TARGET	COST	TARGET	COST
	County branding	No of branding done	30	30M	30	30M	60	60M
	Tourism exchange forum	No of forums held	10	90M	10	90M	20	180M
	Tourism fairs/exhibitions hosted	No. of fairs held	5	10M	5	10M	10	20M
Tourism Infrastructure Development	Tourist attraction sites protected and developed	No of tourist attraction sites protected	7	35M	7	35M	14	70M

Objective: To ensure the use of accurate weighing and measuring equipment's in trade transactions encourage fair trade practices and protect consumers in order to enhance social economic development.

Outcome: Increased consumer satisfaction and compliance to laws and regulation

Sub	Key Output	Key Performance Indicators	YEAR 5		YEAR 5		TOTAL	
			TAR GET	CO ST	TAR GET	C O S T	TAR GET	CO ST
1. Promo tion of fair-trade practices and consumer protection	Weighing and measuring equipments verified	Number of weighing and measuring equipments verified	1360 0	6.5 M	1360 0	6. 5 M	2720 0	13 M
	Revenue collected	Amount of revenue collected	4350 000	0	4350 000	0	8700 000	0
	Traders premises inspected	Number of trader's premises inspected	1000	12. 5M	1000	12 .5 M	2000	25 M
	Complaint registered and investigated	Number of complaint registered and investigated	62	3.7 M	62	3. 7 M	124	7.4 M

	Weights and measures Cases prosecuted in the court of law	Number of weights and measures cases prosecuted in the court of law	15	5M	15	5 M	30	10 M
	Traders/consumers trainings conducted	Number of trainings conducted	20	12 M	20	12 M	40	24 M
	Calibration of working standards at national legal metrology laboratory	Bi- annual calibration of working standards	10	3M	10	3 M	20	6M
Establish weights and measures workshop and Procure working standards	Workshop established	Number of workshop established	5	7.5 M	5	7.5 M	10	15 M
	Working standards procured	Number of standards procured	9	15.5M	9	15.5 M	18	31 M

PROGRAMME NAME: INDUSTRIAL PROMOTION AND DEVELOPMENT								
OBJECTIVE: BUILD RESILIENT INDUSTRIAL INFRASTRUCTURE, PROMOTE SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION								
OUTCOME: IMPROVED INDUSTRIAL ENVIRONMENT								
Sub Programme	Key Output	Key Performance Indicators	YEAR 5		YEAR 5		TOTAL	
			TARGET	COST	TARGET	COST	TARGET	COST
1. Industrial infrastructure development	Industrial development centres and food processing plants	No. of industrial centers and food processing plants established	25	81	25	81	50	162
	Renovation and refurbishment of industrial development centres and food processing plants	No. of Industrial development centres refurbished	14	22	14	22	28	44
	Establishment of a leather processing plant	No. of plants established	5	250	5	250	10	500
	Equipping the centres with tools and machines	No. of tools and machines provided	15	39	15	39	30	78
	Local, regional and international shows and exhibitions	No. of shows and exhibitions conducted	25	42	25	42	50	84
		No. of trainings conducted						

			40	15	40	15	30	80
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Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (KSh.)	Source of Funds	Lead Agency

3.4.2 FLAGSHIP PROJECTS

Table 7: FLAGSHIP PROJECTS

Nyamira Integrated Agro Industrial Park (IAIP)	Sironga	Enabling inclusive rural economy structural transformation through agro industrialization	-Land demarcation -Fencing -Prefeasibility -Feasibility -Business plan preparation -construction -operation and adaptation	- Prefeasibility and feasibility reports -perimeter fencing - stakeholder meetings	Mult-year project	18B	-National government -County government - Development partners	UNIDO
Revolving fund	County wide	Sensitize and promote traders	-Feasibility -Business plan preparation - construction -operation and adaptation	- stakeholder meetings Prefeasibility and feasibility reports	5 years	50M	-County government	-County government

3.6 sector Linkages with National Development Agenda, Regional and International Development frameworks.

Table 8 below shows the linkages between National Development Agenda, Regional and International Development frameworks.

3.6 Cross-Sectorial Linkages

Table 8: Cross-sectoral impacts

Programme Name	Linked Sector(s)	Cross-sector Impact		Measures to Harness or Mitigate the Impact
		Synergies*/benefits	Adverse impact	
Road's infrastructure	Trade	Connection to market centers	Pulling down of structures on road reserve	Establishment of market centers and parking bays along the roads; Develop a resettlement plan.
	Environment	conducive environment for businesses	Environment pollution	Comply and enforce NEMA guidelines
Trade	Road's infrastructure	Connect to market centres	Pulling down of structures on road reserve	Identify public lands and have them gazette
	Lands and physical planning	More land for trade centres to be constructed	encroachment of public lands	Land identification and demarcation
	Agriculture rural and urban development	Increase in more revenue accumulation	Environment pollution	Comply and enforce NEMA guidelines
Tourism	Gender, Sports and Cultural promotion	Tapping and nurturing of local talents	Talent academies not established	Engaging other stakeholders to boost sports activities
Weights and measures	Agriculture, Rural and Urban development			
	Roads, energy and ICT			
Industrialization	Agriculture, Rural and Urban development			

CHAPTER FOUR

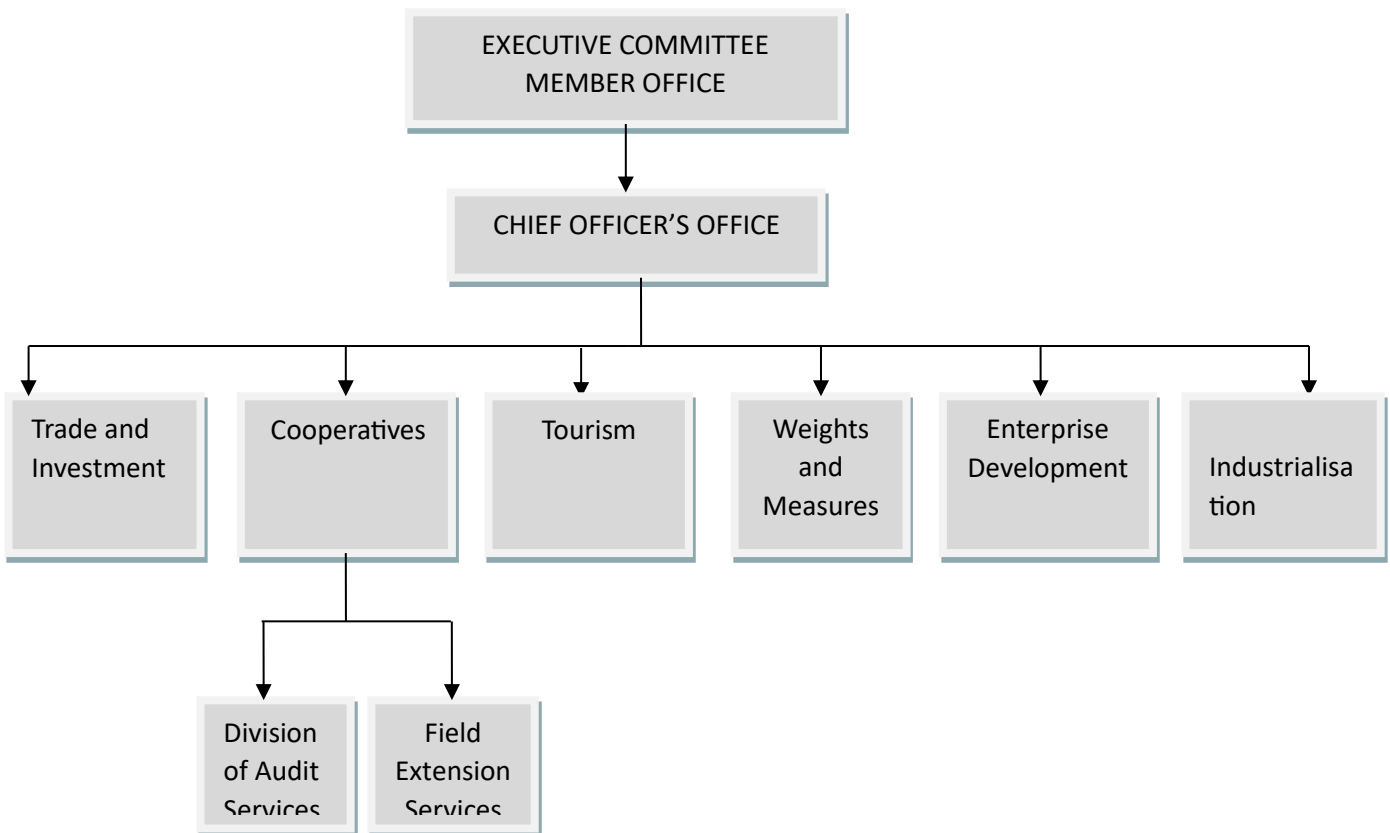
SECTOR IMPLEMENTATION FRAMEWORK

4.0. Overview

This chapter should provide the county’s institutional arrangement and their specific roles towards implementation of the CIDP. In addition, the chapter should present the resource mobilization and management framework, asset management, and risk and mitigation measures.

4.1 Institutional Framework

Figure 3: Organizational Chart



4.2 ROLES OF THE STRUCTURES IN IMPLEMENTATION OF THE SECTOR PLAN

Table 9: Institutional Arrangement

The table below shows the role of stakeholders in implementation of sector plan

S/No.	Institution	Role in Implementation of the CIDP (SECTOR PLAN)
1.	County Executive Committee	➤ Head of the Department who coordinates policy formulation and implementation as well as overseeing the implementation. Represent the Department in the executive committee, approves appointment of sub-committees to assist policy implementation. In addition, the officer is in charge of Resource mobilization at county and outside the county levels.
2.	CCO(COUNTY CHIEF OFFICER)	the officer is in charge of administration and accounting for financial undertakings of the Department. Also the CO oversees the implementation of the strategic plan and also links the department to the ECM
3.	Division of trade	promotion of trade and investment as well as coming up with a development policy
4.	Division of cooperatives	financial, supervisory and advisory services to cooperative societies
5.	Division of tourism	promotion and diversification of tourism activities through infrastructural development and marketing
6.	Division of weights and measures	ensuring fair trading practices and consumer protection in the market through regular monitoring, inspection and availing of consumer information
7.	Division of enterprise development	development of micro and small business enterprises through loaning, infrastructural development and capacity building activities
8.	Division of industrialization	Facilitate industrial development and transformation in the county

		as well as promotion of retail and wholesale markets
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4.3 RESOURCE MOBILIZATION AND MANAGEMENT FRAMEWORK

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

4.3.1 RESOURCE REQUIREMENTS BY SECTOR

This section should indicate the projected financial resources required for each sector during the plan period. The section should also include the percentage of the total budget for each sector. This information should be presented as in Table 10.

Table 10: Summary of Sector Financial Resource Requirements

Sector/Department Name General economic, commercial and labor affairs	Resource Requirement (Ksh. Million)						Total	% of total budget requirements
	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28		
Trade development and promotion	9.1	77.9	97.1	74.4	85.8	85.1	429.4	49.7
Tourism promotion	4.1	6.5	22	57.5	83	28.5	201.6	23.31
Weights and Measures	0	9	9.6	12	11.5	11.8	53.9	6.23
Industrialization	0	32.5	87	41	43.5	45	249	28.8
Total	13.2	95.9	215.7	184.9	184.6	170.4	864.7	

4.3.2: Revenue Projections

The table below shows the various county projection

Table 11: Revenue Projections

Type of Revenue	Base year 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	Total
a) Equitable share	4,736,133	5,209,746.1	5,730,720.7	6,303,792	6,934,172	7,627,589	36,542,154
g) Own Source Revenue	52,603,817	57,864,198.7	63,650,618.6	70,015,680	77,017,248	84,718,973	405,870,535.4
Total	57,339,950	63,073,944.8	69,381,339.3	76,319,473	83,951,420	92,346,562	442,412,690

4.3.3 Estimated Resource Gap

Table 12: Resource Gaps

FY	Requirement (Ksh. Mn)	Estimated Revenue (Ksh. Mn)	Variance (Ksh. Mn)
2023/24	13.2	63.1	49.9
2024/25	95.9	69.4	26.5
2025/26	215.7	76.3	139.4
2026/27	184.9	83.9	101
2027/28	170.4	92.3	78.1
Total	680.4	385	

4.3.4 Resource Mobilization and Management Strategies

This section identifies the feasible resource mobilization and management strategies to address the resource gap. The section also includes capital financing strategies, operational financing strategies and other strategies that will enhance cost effectiveness.

4.4 Asset Management

The section should discuss the measures the County Government has put in place to manage its assets.

4.5 Risk Management

This section should provide the key anticipated risks that may hinder the implementation of the CIDP, potential risk implications and proposed mitigation measures to enhance sustainable development. The information should be provided in the format presented in Table 13.

Table 13: 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	Loss of livestock and reduced crop productivity	High	Climate smart agriculture practices
Organizational	Inadequate Human Resource Capacity	Inefficiency in service delivery	Medium	Timely recruitment

CHAPTER FIVE
MONITORING, EVALUATION AND LEARNING

5.0 INTRODUCTION

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.

5.1 County Monitoring and Evaluation Structure

This section summarizes systems and structures put in place in the County to organize the M&E process for implementing the plan.

5.1.2 County Monitoring and Evaluation Committee (CMEC)

The CMEC has the responsibility of the overall supervision of the plans implementation and prepare the quarterly reports based on the monthly reports emanating from the DMEC and SCMEC through the technical scrutiny by the Technical Monitoring and Evaluation Unit. The CMEC will be in charge of monitoring and evaluating all the flagship projects and any Programme and projects costing more than Ksh. 10,000,000. The process shall require the co-operation and collaboration of all stakeholders.

The findings and recommendations from the CMEC shall be submitted to the Executive Committee Member for Planning and Finance for the Cabinet Decisions. The findings and recommendations shall also be copied to the Head of Results Office for the analysis to Governor's office for the information and use. The CMEC shall be chaired by the County Executive Committee Member and that all the Accounting Officers of the County entities shall be members of the committees. The Accounting Officer Planning shall be the secretary and The Directorate of Economic Planning shall be the ex-official member of the committee.

5.1.2 Technical Monitoring and evaluation unit (TMEU)

This unit is anchored under Economic Planning directorate with responsibility of technically carrying out the site visits to all the County Projects and Programmes. The Unit is chaired by the Directorate of County Economic Planning and membership shall comprise of the Planning and M & E Officers under the directorate of Economic Planning. The secretary and convener is the County M & E officer. The unit shall initiate all the project site visits together with the Head of accounts, Procurement, Revenue and Finance and Statistics. The same shall be done at the County departmental entities. The monitoring and evaluation reports from SCMEC and DMEC shall be submitted to the TMEU on monthly basis to be technically scrutinized and submitted to the CMEC on a quarterly basis. Technically it shall be the responsibility of the TMEU to provide site visit on the flagship projects and Programmes above Ksh. 10,000,000 on behalf of the CMEC and report quarterly to the same Committee.

5.1.3 The Departmental Monitoring and Evaluation Committee (DMEC)

This is a committee based at the departmental level of the County government and the membership shall comprise of the Accounting officer of the department being the chairperson and the Programme Managers appointed in writing by the Executive Committee Member for Finance and Economic planning to be members of the committee. Other members include the departmental accountant, procurement officers, revenue officers and finance officers. The Departmental head of Economic Planning shall be the secretary to the committee.

The departments shall ensure that Departmental Monitoring and Evaluation Units are created within the departments with the following memberships; Departmental Head of economic planning who shall be spearhead the process of project site visits of the departmental projects and Programmes, the departmental head of accounts, departmental head of revenue, departmental

head of procurement shall be members. The departmental Monitoring and Evaluation Units shall be responsible for the day to day site visits of the projects and Programmes and shall monitor projects between Ksh.5,000,000 to at most Ksh.10,000,000. The DMEC shall submit its reports on a monthly basis to TMEU.

5.1.4 Sub-County Monitoring and Evaluation Committee (SCMEC)

The committee shall be constituted in the Sub-Counties to monitor and evaluate projects and Programmes within the Sub-County. The committee is chaired by the Sub-county Administrator and the secretary is the officer in charge of Planning at the Sub-county level who shall convene the meetings. The membership is comprised of the Sub-county heads of departments. There shall be established Monitoring and Evaluation secretariat comprised of sub-county administrator, the in charge of economic planning, the sub-county procurement officer, sub-county accountant and sub-county revenue officers who shall be responsible on day to day monitoring and evaluation of projects and Programmes at the sub-county level. The SCMEC shall monitor all the projects and Programmes between Ksh.1,000,000 to Ksh.5,000,000 and shall report to the TMEU on monthly basis.

5.1.5 Ward Monitoring and Evaluation Committee

There established Ward Monitoring and Evaluation Committee to be chaired by the Ward Administrator and the secretary is the officer in charge of planning at the Sub-county level or his/her representative. The convener is the Ward Administrator. The membership comprises of the ward heads of departments and the Committee is in charge of coordinating M & E activities at the ward level. The committee shall report to the SCMEC on monthly basis and shall monitor the projects and Programmes below Ksh1,000,000.

5.3 M&E Outcome Indicators

This section should present programme outcome indicators by sector as captured in Table 17 on sector programmes in Chapter Four. The information should be presented as in Table 14.

Table 14: Outcome Indicator Reporting

Programme	Outcome	Outcome Indicator (s)	Baseline*		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Trade promotion	Increased business across the county	No of markets constructed	56%	2023	75%	90%	Director of trade
Trade development and promotion	Improved business environment	No of toilets and stalls constructed	45%	2023	80%	90%	Director of trade
Tourism development and promotion	Increased Tourism Sector Contribution to the County's Earnings Increased Tourism Sector Contribution to the County's Earnings	No of tourist sites identified, demarcated and protected	30%	2023	40%	75%	Director of tourism
Weights and measures	Increased consumer satisfaction and compliance to laws and regulation						
Industrialization	Improved industrial environment	No of SMEs developed	30%	2023	58%	70%	Director trade

**Use most recent reliable statistics*

5.4 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 been 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 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.