

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

ENERGY INFRASTRUCTURE AND ICT

SECTOR PLAN 2023-2033

JUNE 2023

Vision

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

Mission

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

FORWARD

It is with great enthusiasm and optimism that I present this Sector Plan Report. In an era defined by rapid technological advancements and an ever-increasing demand for sustainable solutions, the Energy Infrastructure and ICT sector has emerged as a key driver of economic growth, social progress, and environmental resilience. As we navigate the intricate interplay between energy, technology, and infrastructure, we recognize the multifaceted challenges that lie ahead. From ensuring a robust and reliable energy supply to leveraging the potential of ICT for enhanced connectivity and communication, our efforts must be strategic, holistic, and future-oriented. This report encapsulates months of dedicated research, collaborative dialogue, and meticulous planning, undertaken by a team of experts who are passionate about the advancement of our county. As we embark on the journey outlined in this report, let us remember that the path to progress is marked by both challenges and opportunities. By harnessing our collective determination and creativity, we can surmount any obstacles that come our way and turn them into stepping stones toward success. I am confident that the implementation of this Sector Plan Report will not only drive economic growth but also enhance the quality of life for every resident of our county. Together, we will create a legacy of sustainable energy, technological innovation, and inclusive development that will inspire generations to come.

Sincerely,

Jones Omwenga

County Executive Committee Member

Transport, Roads and Public Work

ACKNOWLEDGEMENT

In the pursuit of envisioning a future that is resilient, dynamic, and technologically empowered, the creation of the Sector Plan has been a collaborative odyssey. This transformative journey would not have been possible without the collective efforts, unwavering commitment, and profound dedication of numerous individuals and entities. At the forefront of this endeavor, we extend our heartfelt appreciation and admiration to Jones Omwenga the County Executive Committee Member for Transport, Roads, and Public Works. Your visionary leadership, sage counsel, and resolute support have been the guiding beacons illuminating the path towards a brighter and more prosperous future. The Directorate of Economic Planning and Budgeting stands as a stalwart pillar in this monumental process. Your strategic insights, meticulous planning, and tireless coordination have been pivotal in shaping the contours of this Sector Plan. Our gratitude radiates to every stakeholder who has woven their expertise, insights, and energy into the fabric of this plan. To every individual, organization, and entity that has lent their expertise, resources, and time to this noble cause, we extend our deepest appreciation. Your commitment has fortified the foundation of our collective aspirations. As we embark on the implementation phase, let us carry forward this spirit of unity and determination. Together, we shall navigate the challenges, embrace the opportunities, and catalyze the realization of a future where energy and technology harmonize to elevate our county to new heights of prosperity.

With utmost gratitude,

Eng Josephat Matini Oruru

County Chief Officer

Transport, Roads, and Public Works

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ACRONYMS AND ABBREVIATION

KeRRA: Kenya Rural Roads Authority

KTDA: Kenya Tea Development Authority

AIDS: Acquired Immune Deficiency Syndrome

PPP: Public Private Partnership

NEMA: National Environmental Management Authority

EIA: Environmental Management Authority

CDF: Community Development Fund

JICA: Japanese International Cooperation Agency

CCO: County Chief Officer

ECM: Executive Committee Member

ERBK: Engineering Registration Board of Kenya

IEK: Institution of Engineers of Kenya

AAK: Architectural Association of Kenya

IQSK: Institution of Quantity Surveyors of Kenya

IPMK: Institution of project Managers of Kenya

KURA: Kenya Urban Roads Authority

KeNHA: Kenya National Highway Authority

ME: Monitoring and Evaluation

LAs: Local Authorities

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EXECUTIVE SUMMARY

The Sector Plan for the years 2023-2033 is a visionary roadmap that sets forth a transformative agenda for the sustainable development and progress of our County. Guided by a commitment to enhance the well-being of its citizens, promote economic growth, and ensure environmental resilience, this sector plan embodies a comprehensive strategy for the future. With a forward-looking perspective, the plan envisions our County as a model of prosperity, innovation, and inclusivity. It emphasizes a balanced approach, harmonizing the demands of urbanization with the preservation of the county's rich natural heritage. Through careful urban planning, expansion of critical infrastructure, and strategic investments in key sectors, the plan aims to create a thriving and vibrant environment for all residents. Informed by extensive stakeholder consultations and rigorous data analysis, Sector Plans outlines strategic priorities across multiple sectors. It underscores the importance of sustainable agriculture and rural development, aiming to improve food security, enhance agricultural productivity, and empower rural communities. The plan also places a strong emphasis on education and human capital development, envisioning a future where every citizen has access to quality education and lifelong learning opportunities. The energy and infrastructure landscape form a cornerstone of the sector plan, with an unwavering commitment to reliable and efficient energy sources, modernized transportation networks, and resilient public works. By prioritizing renewable energy solutions, optimizing transport systems, and upgrading vital infrastructure. A key feature of the Sector Plan is its emphasis on leveraging Information Communication Technology (ICT) to drive innovation and connectivity. By promoting digital literacy, expanding ICT infrastructure, and fostering a conducive environment for technological advancement, the plan seeks to propel the County into the digital age. By embracing this

sustainable practice, harnessing technological innovation, and fostering an environment collaboration, The County Government of Nyamira is poised to realize its full potential and forge a path towards a prosperous and harmonious future.

CHAPTER ONE

OVERVIEW AND BACKGROUND OF THE SECTOR

1.1 OVERVIEW OF THE COUNTY

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

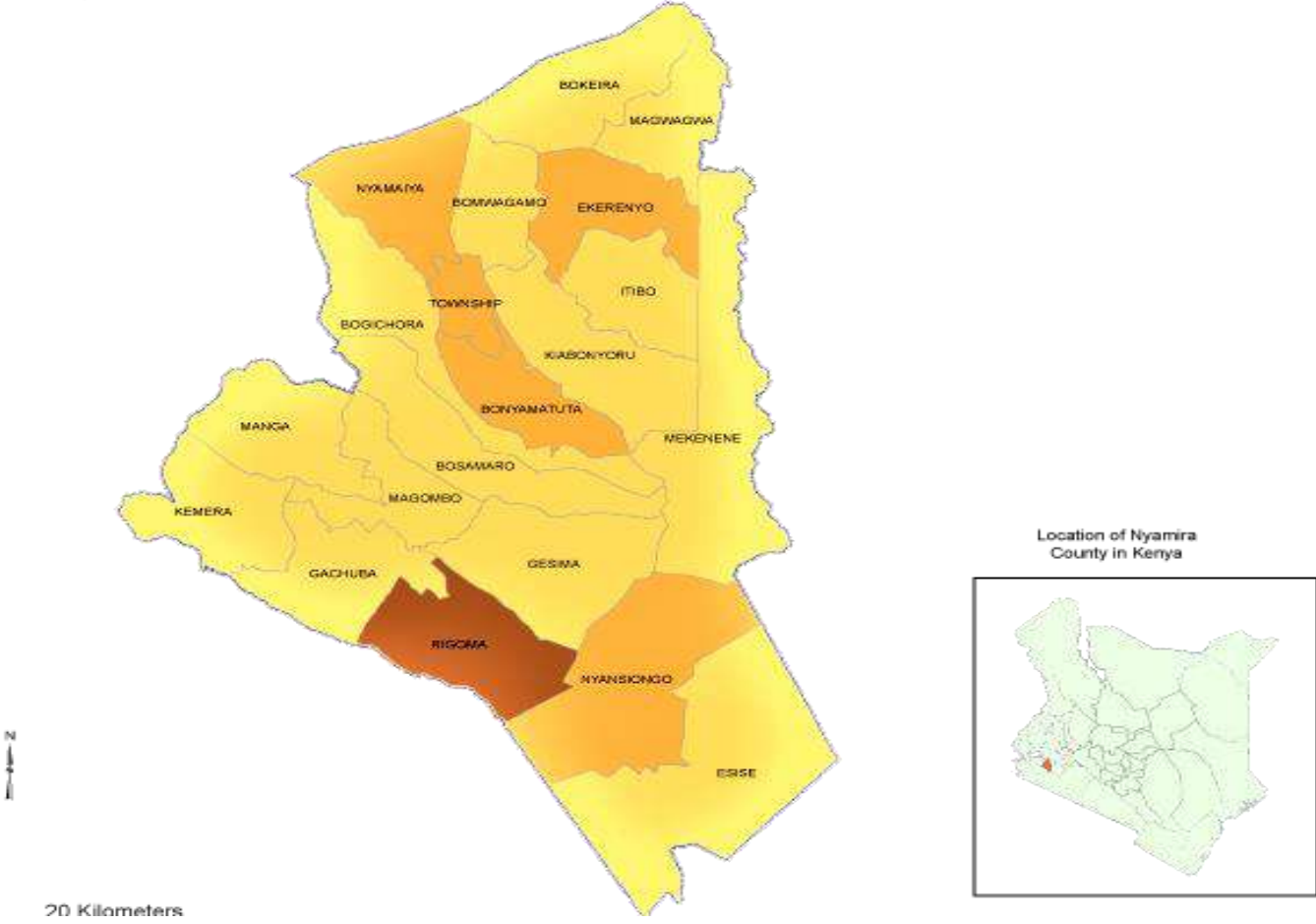
The Gusii Community predominantly occupies the county, however, the northern and eastern parts of the County have got some different ethnic significance being Luos and Kipsigis respectively. The County Headquarter is located in Nyamira South Sub County, Township ward formerly the head-quarter for Nyamira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

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

The County has intercounty relations; along the Homabay County (Rachuonyo) border there is ethnic intermarriages, this is evident in Miruka and Nyamusi areas that has promoted peace

coexistence. Miruka and Keroka markets along the borders of Homabay and Kisii counties respectively have promoted exchange of goods and services for the people living along these borders. The existence of the tea zones in Kericho and Nyamira counties has promoted employment among the tea factories and the dwelling

Map 1.1: Geographical Location of the County Government of Nyamira



1.2 BACKGROUND OF THE SECTOR

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

sub sectors and mandates

The energy infrastructure and information communication and technology sector is the backbone of the county infrastructural agenda. The mandate of the energy infrastructure and information communication and technology (ICT) includes responsibly for the administration, supervision, control, regulation, management and direction of all matters relating transportation and public works, housing, disaster and ICT.

a) Roads

The mandate of the subsector includes the following

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

- Development and management of government buildings

b) Transport, and Public Works

The mandate of the subsector includes the following

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

c) Information and communication Technology (ICT)

The mandate of the Subsector includes the following

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

d) Energy

The mandate of the subsector includes the following

- Implementation of rural electrification and promotion of alternative energy sources

e) Disaster Management

- To coordinate all DRM issues in the country

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

1.3 RATIONALE FOR THE COUNTY SECTORAL PLAN

In accordance with the 2010 Constitution of Kenya, a dual-tier governance structure was established, comprising the National and Devolved governments. These entities, while distinct, operate interdependently, each entrusted with specific functions as delineated in the constitution's fourth schedule. The fourth schedule provides a comprehensive breakdown of responsibilities for both the national and county governments. Emphasized within Part XI of the County Governments Act, 2012 is the imperative for County Governments to engage in comprehensive planning. This encompasses the development of County plans, including the formulation of a Ten-year County Sector Plan. Notably, this legislation stipulates that these County plans must harmonize seamlessly with National plans, promoting cohesive governance. Additionally, adherence to an approved framework is underscored, safeguarding prudent allocation of resources and preventing unregulated government spending.

1.4 METHODOLOGY IN THE PREPARATION OF THE SECTOR PLAN

The process commenced with the issuance of a concept note outlining the preparation of sector plans. Subsequently, a circular from the budgeting and planning department was disseminated among various departments to initiate public participation for the plan's development. Upon the

endorsement of the concept note by the county cabinet, the governor formally inaugurated the initiative.

Adhering to constitutional mandates, an official gazette advertisement disseminated pertinent details such as venue, dates, and agenda for the forthcoming public participation sessions. The ensuing five-day consultation period took place at the Best Western Hotel, with the primary goal of activating sector-specific working groups to formulate the sectoral plans. Diverse stakeholders associated with the sectors received invitations and were actively engaged in these consultations. Guided by a provided template from the National Treasury Planning department, the technical working group for each sector, in conjunction with stakeholders, convened to craft the respective sectoral plans. The collaborative effort included representation from various quarters, notably the county government's technical teams comprising the CECM Roads, CCO Roads, County Directors of Road, and County Director of ICT.

This iterative process encompassed the crucial stages of idea incubation, technical input, stakeholder consultation, and systematic plan development. The resultant sectoral plans reflect a comprehensive and inclusive approach, hinging on the concerted efforts of a diverse range of stakeholders and experts from both the public and technical domains.

CHAPTER TWO

PERFORMANCE REVIEW OF THE COUNTY INTEGRATED DEVELOPMENT PLAN

2018-2022

2.0 INTRODUCTION

This chapter provides a sector review on implementation of the previous CIDP 2018-2022. It presents an analysis of sector performance in terms of revenues, expenditures and key outcomes as well as the major challenges faced in the implementation of the plan.

2.1 ANALYSIS OF THE SECTOR REVENUE SOURCES

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

Table 1: Analysis of the Sector Revenue Sources

	Projected Revenue					Actual Revenue					
	2018/2019	2019/20	2020/2021	2021/22	2022/23	Total	2018/2019	2019/20	2020/2021	2021/22	2022/23
Local revenue (OSR)	412,220	453,442	498,786	548,665	603,531	2,516,644	15,000,000	20,542,700	20,542,700	7,092,876	11137169
Equitable share	265,389,106	291,928,017	321,120,819	353,232,901	388,556,191	1,620,227,033	328,048,021	291,928,017	308,555,929	308,555,929	205082513
Conditional grants (GoK) RMLF	125,663,667	136,557,750	150,213,525	165,234,878	181,758,366	759,428,186	125,663,667	136,557,750	150,213,525	0	0
Total	391,464,993	428,939,209	471,833,130	519,016,444	570,918,088	2,382,171,863	468,711,688	449,028,467	479,312,154	315,648,805	216219682

Source: Sector Working Group 2023

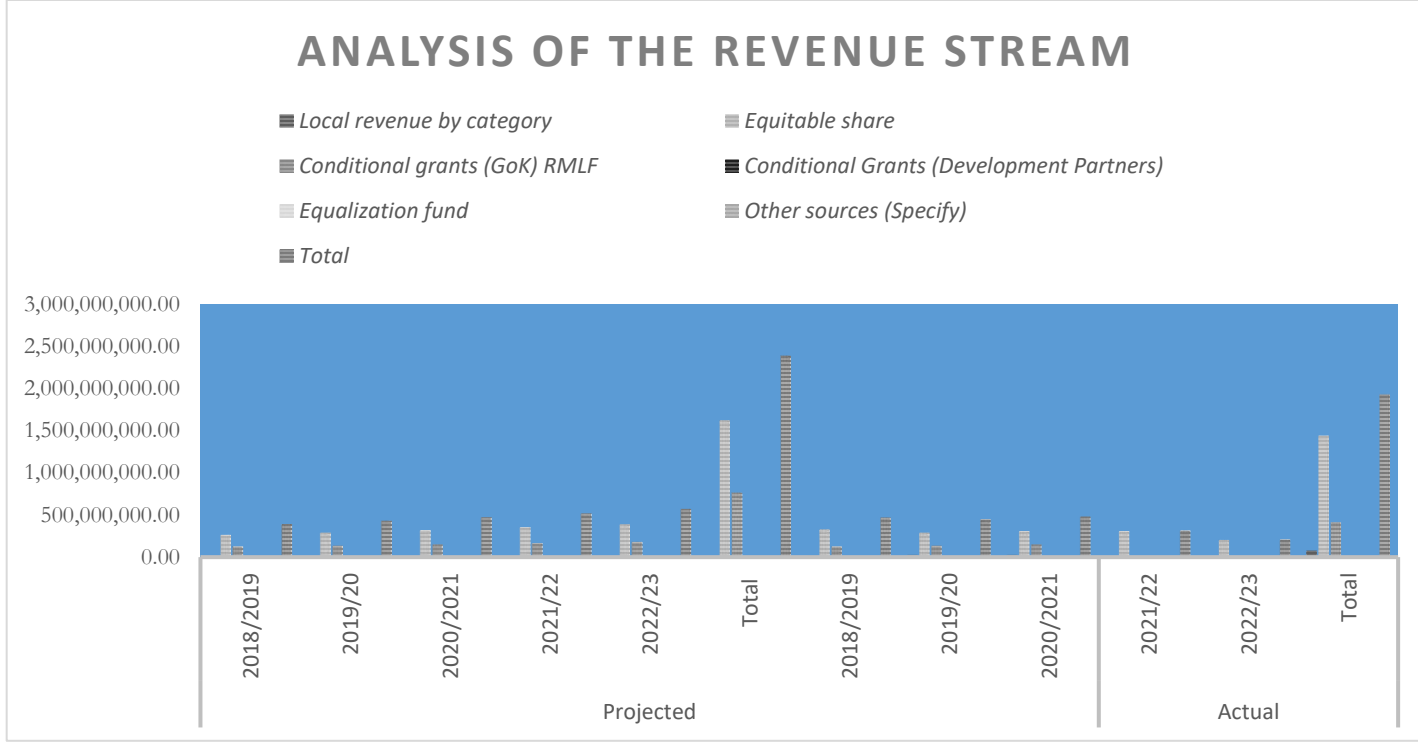


Figure 1: Representation of the Revenue Stream

An analysis of the above diagram above shows the most significant fluctuations between projected and actual figures seem to be in the "Local Revenue (OSR)" and "Total Revenue" categories. "Equitable Share" and "Conditional Grants (GoK) RMLF" tend to align closely with projected values. Notably, there is a substantial drop in actual local revenue in 2021/22 and 2022/2023 compared to the earlier years the most significant fluctuations between projected and actual figures seem to be in the "Local Revenue (OSR)" and "Total Revenue" categories. "Equitable Share" and "Conditional Grants (GoK) RMLF" tend to align closely with projected values. Notably,

there is a substantial drop in actual local revenue in 2021/22 and 2022/2023 compared to the earlier years the increase of the actual revenue in the first two financial years and then decrease in 2020/21 FY.

This can be attributed to the impact of the Covid-19 outbreak, which resulted in constrained mobility and subsequently diminished trade volume. The allocation of equitable share to the sector exhibited fluctuations during the reviewed period, stemming from reallocation to align with the governor's manifesto and the County Integrated Strategic Plan. Furthermore, the cessation of conditional grants in the fourth fiscal year contributed to a reduction in project initiation within the sector. The sector faced a lack of equitable fund allocation due to the non-operationalization of the fund. Additionally, no funds were secured from alternative sources for the sector during the period under examination.

2.2 Sector Budget Expenditure Analysis

Table 2 below provides an analysis of total budget allocation and total actual expenditure by sector

Year	Allocations (KSHS)	Expenditure (KSHS)
2018/2019	735,638,165	549,199,085
2019/2020	550,155,704	432,398,261
2020/2021	615,166,329	489,162,761
2021/2022	385,711,052	198,564
2022/2023	236,798,935	0
TOTAL	2,497,062,698	1,470,958,671

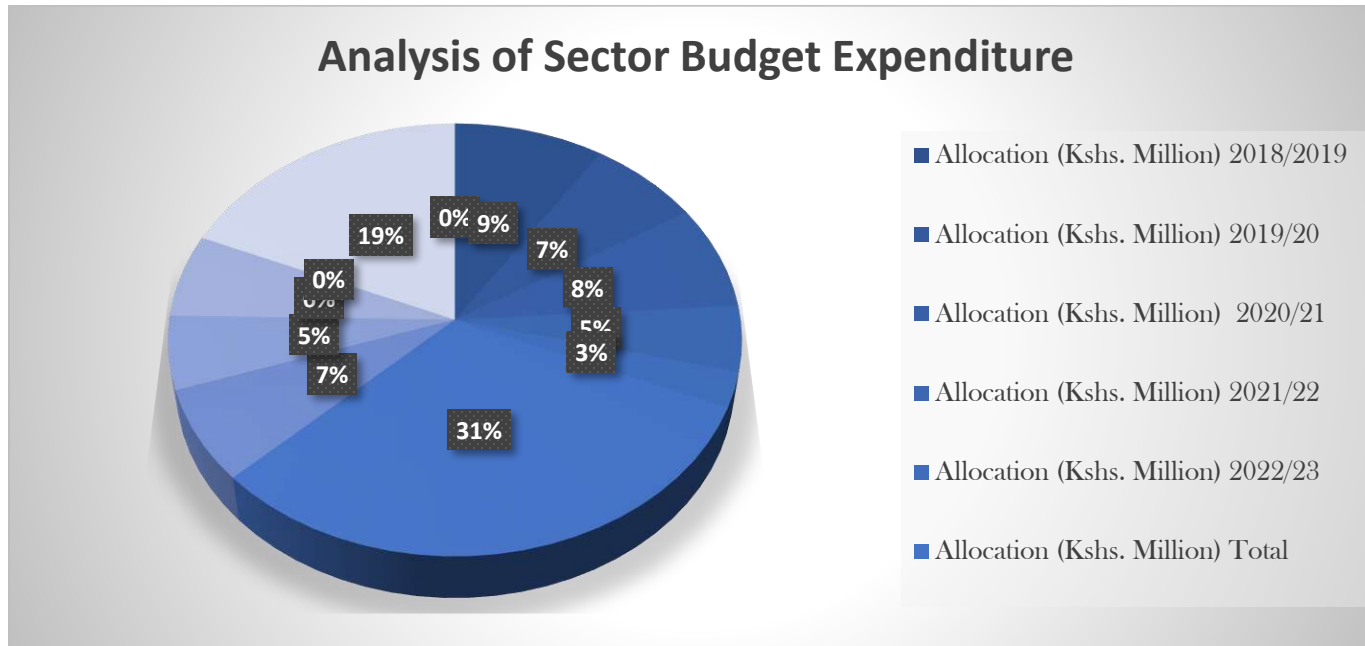
Source: Sector Working Group 2023

Over the five-year period, a total allocation of KSHS 2,497,062,698 was received. Total expenditure amounted to KSHS 1,470,958,671, resulting in an average utilization rate of approximately 58.9% across the entire period. The highest utilization rate was observed in the 2020/2021 fiscal year, with around 79.5% of the allocated funds expended. Notably, the 2021/2022 fiscal year experienced extremely low expenditure, with a utilization rate of approximately 0.05%. This suggests a significant gap between allocation and actual expenditure for that year. The 2022/2023 fiscal year recorded zero expenditure, indicating that the allocated funds were not utilized during that period.

Key Observations:

- While the allocation and expenditure trends show general consistency over the years, the dramatic drop in utilization in 2021/2022 and the complete lack of expenditure in 2022/2023 warrant further investigation
- The sector could benefit from a detailed analysis of the factors contributing to the underutilization of funds, particularly in the years where expenditure was significantly lower
- Efforts should be made to ensure that funds are effectively and efficiently utilized to support the sector's goals and initiatives, fostering optimal development and resource management.
- Further analysis could involve exploring the reasons behind the low utilization in specific years, identifying bottlenecks, and formulating strategies to enhance fund utilization and overall financial efficiency.

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



2.3 Sector Programmes' Performance Review

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

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

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

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

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

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

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

2.4 CHALLENGES, LESSONS LEARNT EMERGING ISSUES AND WAY FORWARD

2.4.0 CHALLENGES

Table 2 : Challenges

Challenge	Way Forward
Inadequate technical staff capacity	Enhancement in terms of number and professional development
The Sector is constrained in regards to machinery and equipment to effectively carry out its mandate in infrastructural supervision and roads construction.	The Sector needs to acquire supervision vehicles and machines and equipment for road construction.

Challenge	Way Forward
Slow pace of integrating former departmental units into the county governance structures	Development of policies and structures for devolved units
Inadequate road management and control systems (axle load) in rural roads	Development of road management systems Setting up axle load policies on county roads
Unfavorable rainfall rains patterns (heavy down pour and floods) posing challenge to roads maintenance	Early planning
Tendency of encroachment to road reserves by public	Formulation of road reserve protection policies Civic education
Delays in resolving disputes, property titles and political issues hindering long term investments	Development of integrated physical plan regulations and policies Building capacity in legal department
Resistance by the National Government to operationally devolve county roads to the County Government as well as related road construction equipment.	Develop a clear policy to define county and national roads Building national government good will

2.4.1 Emerging issues

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

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

2.4.2 Lessons Learnt

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

- Always plan for implementable and achievable programmes.
- Always put in place mechanisms to mitigate emergencies such as the COVID 19 and climate issues
- Embrace monitoring and evaluation for effective implementation of programmes

2.5 Development Issues

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

Table 3 : Development Issues

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

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
					there is no road continuity.
Vandalisation of road furniture	Lack of awareness	Ensure sustanaibity of safety to road users	Reduction of vandalism	Existence of road manual & road safety guidelines & policy	<ul style="list-style-type: none"> • Replace missing road furniture • Install new road furniture • Provide sustainable budget • Hold public awareness meeting
Poor Drainage system	Heavy and irregular rains Dumping of solid waste on drains Blocking existing culverts	Ensuring proper drainage systems	Reduce cases of drainage destruction	Existing roads Existing designs manuals	<ul style="list-style-type: none"> • Maintain the drainage systems regularly • Constuct new culverts at appropriate points • Introduce new drainage systems where needed • Unblock any blocked existing drainage system
Road classification	Unclear classification of roads	Increase classified roads networks	Carry road inventory survey of unclassified roads in the county	Available Roads database of classified roads at KRB Initial Classification guidelines	<ul style="list-style-type: none"> • Carry road inventory survey of all roads in the county • Policy review on road classification
Inadequate road maintenance equipment.	Inadequate machineries for the expanse area.	Cover the entire area in road networking.	Procure enough machinery for opening and maintenance of roads.	<ul style="list-style-type: none"> • Acquired: • Two graders • Excavator • Wheel loader 	To procure: <ul style="list-style-type: none"> • Prime mover. • Excavator • Shavel • 2 Tippers

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
				<ul style="list-style-type: none"> • Four tippers • Two backhoes • Two single drum rollers. • Wheeled Low bed 	
Inadequate servicing and longer period of service & maintenance of motor vehicle and machineries	No modern workshop, tool and equipment.	Inadequate servicing and longer period of service & maintenance of motor vehicle and machineries	Provide modern workshop, tool and equipment.	Inadequate servicing and longer period of service & maintenance of motor vehicle and machineries	Provide modern workshop, tools and equipment.
Lack of Human resource development	Lack of training programme and resources	Improved employee skills	Ensure efficient training programmes and resource provisions	There is Availability of Skilled manpower in the department	Put up a Training programme and resources for the same
Inadequate vehicles and heavy machinery	Grounded vehicles and heavy machinery due to age and breakdown	Improved service delivery	Ensure efficient servicing of the existing vehicles/heavy plant	Service Parts are available in the market. Competent technical staff available	Timely procurement of service parts
Program: Public Works and Disaster Management Support Services					
Delayed projects documentation for new projects	Inadequate key technical staff for projects designs and documentation	To design and document new projects	Capacity building for technical staff.	<ul style="list-style-type: none"> • Timely clients' brief for projects documentation. • Top management support for project documentations 	<ul style="list-style-type: none"> • Sensitization for all project stakeholders. • Capacity building for key technical staff. • Recruitment of key technical staff for projects.

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
Weak project management responses	<ul style="list-style-type: none"> • Inadequate supervisory staff • Inadequate project vehicles • Lack of / inadequate training for technical staff. 	<ul style="list-style-type: none"> • Strengthen project management responses 	<ul style="list-style-type: none"> • Capacity building for supervisory staff • Provide project management response vehicles 	<ul style="list-style-type: none"> • Coordination of project teams • Optimize project resources (project vehicles & incentives) • Increase training opportunities. • Top management & support staff support. 	<ul style="list-style-type: none"> • Sensitization on internal and external stakeholders • Provision of adequate resources/ project management vehicles and incentives. • Adequate training for project management teams.
Lack of appropriate project documentation & management tools and equipment	<ul style="list-style-type: none"> ▪ Lack of budgetary provisions 	To strengthen capacity of project teams to deliver service	To empower and facilitate the project teams with working tools to deliver services	<ul style="list-style-type: none"> • Equitable sharing of tools and equipment • Training of staff on usage of availed tools and equipment (technology) 	<ul style="list-style-type: none"> • Provision of adequate financial resources to procure adequate tools and equipment. • Continuous training of technical staff on changing technology.
PROGRAM: Disaster Management					
Late arrival of disaster management team to incident scenes	Some fire incidents happen far distances from Nyamira thus taking the response team longer time to get there	To construct and operationalize Fire Stations at sub counties	Provide lighter vehicles, responders and fire balls at every sub-counties	<ul style="list-style-type: none"> • Government lands and offices available in all sub counties. • Top management support • Public goodwill 	<ul style="list-style-type: none"> • Sensitization on internal and external stakeholders • Provision of adequate resources
Weak disaster response capacity	Inadequate disaster response equipment and PPEs	Strengthen disaster response ability	Provide fire engines and PPEs	<ul style="list-style-type: none"> • A fire engine for the county • Fire station under construction by Nyamira 	<ul style="list-style-type: none"> • Purchase PPE Kits for the team • Purchase 3 fire

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
				Municipality • Top management support	engines to enhance response capacity
Ineffective and inefficient disaster response methods	Less capacity built team on modern technology in disaster management	Enhance disaster response methods	<ul style="list-style-type: none"> • Carry out regular drills to gauge on preparedness • Re-designate enforcement officers and SSS that are already working in the section 	<ul style="list-style-type: none"> • Training Institutions such as KSG, Kenya Red Cross and St. Johns Ambulance • County Public Service Board • Top management support 	<ul style="list-style-type: none"> • Capacity building of the team • Recruitment of more firefighters and divers
Inability to fully execute mandate in revenue collection and disaster response	Lack of adequate policy and legal framework	<ul style="list-style-type: none"> • Formulate policies on disaster risk management and broaden finance bill 	<ul style="list-style-type: none"> • Train on policy formulation 	<ul style="list-style-type: none"> • County assembly • Cabinet • Existing legislation from other counties and national government 	<ul style="list-style-type: none"> • Train on policy formulation • Public participation
PROGRAM: Energy and Mineral Resource Services					
Inadequate access to electricity	<ul style="list-style-type: none"> ▪ Budget constraints for electrification programs ▪ Irregular connections. ▪ Disconnections due to unpaid bills 	To develop regulations to enhance connection of more customers to the grid	Connect more customers especially from areas not covered by any program	<p>Identify and document areas with no access to electricity</p> <ul style="list-style-type: none"> • Allocate funds to connect these areas in conjunction with KPLC and REREC • Sensitization on the dangers of irregular connections by use of quakes. 	<ul style="list-style-type: none"> • Sensitization on security of streetlights • Enhance security features on streetlights. • Provision of adequate resources

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
Inadequate /Unexploited alternative Sources of Energy.	<ul style="list-style-type: none"> ▪ Lack of budgetary provisions to exploit the available alternative sources of energy 	To strengthen capacity to exploit alternative sources of Energy	To empower and facilitate the exploitation of alternative sources of energy.	Provision of adequate financial resources Capacity building especially in the area of renewable energy Collaboration with experts in the industry such as REREC	Identify and document areas with no access to electricity <ul style="list-style-type: none"> ✓ Allocate funds to connect these areas in conjunction with KPLC and REREC ✓ Sensitization on the dangers of irregular connections by use of quakes.
Frequent power outages	<ul style="list-style-type: none"> ▪ Vegetation encroachment on power lines ▪ Poor maintenance approach from KPLC ▪ Third party interference on powerlines ▪ Vandalism of power infrastructure 	Enhance reliability and stability of power supply to Nyamira	<ul style="list-style-type: none"> • Sensitize residents against planting trees below powerlines • Take action on vandals • Sensitize residents on dangers of unauthorized operations on the grid 	<ul style="list-style-type: none"> • Customer awareness campaigns • Provision of adequate funding • Enhance law enforcement on vandalism • Work with KPLC to reinforce weak areas on the grid 	Provision of adequate financial resources Capacity building especially in the area of renewable energy Collaboration with experts in the industry such as REREC
PROGRAM: Corporate Communication					

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

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
Lack of appropriate communication tools	<ul style="list-style-type: none"> ▪ Lack of budgetary provisions 	To strengthen capacity of communication unit to deliver service	To empower and facilitate the communication unit with working tools to deliver service	Professional staff Top management support Quality information/publications	Provision of adequate financial resources
PROGRAM: Information Communication and Technology					
Inadequate ICT development and uptake	<ul style="list-style-type: none"> ▪ Inadequate ICT working tools e.g. laptops, tool kits, desktops, projector etc. ▪ Inadequate funds allocated to ICT Directorate ▪ Slow pace in adopting ICT draft policy ▪ Lack of steering committee for expedition of ICT functions ▪ Lack of genuine software e.g. Windows, MS Office, PDF, ANTIVIRUS etc. ▪ Lack of ICT 	To effectively support delivery of Service	To enhance service delivery	<ul style="list-style-type: none"> • Professional staff • Top management support • Internet connectivity • Email system • Inventory system • County Website 	<ul style="list-style-type: none"> • Sensitization on internal and external stakeholders • Provision of adequate resources • Continuous training • Establishment of call center • Establishment of ICT innovation hub • ICT Infrastructural development • Biometric system • Electronic data management system • Establishment of E cabinet and MS Office 365 • Establishment of Backup and network

Development issues	Root Cause(s)	Development Objective	Immediate Objective	Existing Opportunities Strengths within the sector	Strategies
	<p>resource center</p> <ul style="list-style-type: none"> ▪ Lack of frequent trainings for ICT staff & IFMIS Trainings ▪ Lack of adequate office space. 				<p>servers</p> <ul style="list-style-type: none"> • Establishment of Data centers • Establishment of Hot spot wifi connectivity • Training staff on IFMIS Modules

CHAPTER 3

DEVELOPMENT PRIORITIES, STRATEGIES AND PROGRAMMES

3.0 INTRODUCTION

This chapter provides sector development priorities, programs, flagships and cross sectoral linkages

3.1. Vision, Mission and Core Values

3.1.1 Vision

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

3.1.2 Mission

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

3.1.3 Core Values

- The Core values and principles that guide and consign the staff and Political leadership of the
- Department of Transport, Roads and public works to the above Vision and Mission in providing
- services are enlisted below:
- Professionalism: adherence to the defined rules, standards and guidelines of the respective disciplines, exhibiting professionalism, competence and honesty.
- Integrity: highest standards of integrity, TRPW shall not place its self under any financial or other obligations to individuals or organizations that might seek to compromise our professional behavior in performance of our duties.
- Quality Assurance: We shall put in place measures and mechanisms that will ensure our clients deliver/receive quality services and works within budget and time.
- Selflessness: We shall put public interest above personal interest without consideration of any financial or material benefit and gain.
- Objectivity: We shall make decisions based on merit, researched information, professional codes and other codes of good practice.
- Customer/Client focus: We shall put the interests of our customers/clients as our first priority. We shall

always seek to meet our customers' needs and expectations.

- Partnership: We shall engage our partners in planning, designing, implementing, monitoring and evaluating our programmes and Projects.
- Optimal use of resources: We shall optimally use resources in the attainment of the Ministry objectives and targets.
- Transparency and Accountability: We shall be transparent and accountable for our decisions, actions and inactions.
- Responsiveness: We shall respond to our clients effectively and efficiently when called upon.
- Impartiality: We shall provide services to all clients without discrimination on the basis of gender, race, colour and religion or creed or ideological orientation or social status
- It envisions “a county with reliable transport system and state of the art public works for improved quality of life
- Strategic Goals
- Ensure passable and safe road network
- Ensure timely maintenance of vehicles and machinery to minimize down town
- Develop and maintain cost effective government buildings and other public works.
- Prevent and reduce existing disaster risk
- Support and increase efficiency in service delivery.

e) Sector Goals

Roads

- To open new access roads and maintain existing rural roads
- Transport:
- To develop a transport policy/legislation and ensure full enforcement of road safety rules and regulations
- To ensure timely and accurate inspection of machines and vehicles
- Public works:

- To build new public works such as new buildings, civil works and building services
- To demolish, refurbish, rehabilitate and redesign public works

Disaster Management

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

3.2 Sector Composition and their roles

The Sector has the following subsectors with distinguishable constitutional functions.

3.2.1 Roads

The mandate of the subsector includes the following

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

3.2.2 Transport, and Public Works

- Motor Vehicles Inspection
- Mechanical and transport services
- County Transport, roads, public works and disaster management policy planning and management
- Maintenance of inventory of government property in liaison with the County treasury

- Overseeing provision of mechanical and electrical (Building) services to public buildings
- Development and management of government buildings

3.2.3 Information and communication Technology (ICT)

The mandate of the Subsector includes the following

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

d) Energy

- Implementation of rural electrification and promotion of alternative energy sources

3.2.4 Disaster Management

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

3.3 DEVELOPMENT PRIORITIES AND STRATEGIES

Table 4 : Sector Priorities and Strategies

Sector Priorities	Strategies
Reduce traffic jam in the central area	<ul style="list-style-type: none"> • Construct more parking lots • Construct extra BACK streets to off load traffic & open existing narrow roads • Control urban development
<p>Ensure passable and safe road network</p> <p>Improve road network in the county</p>	<ul style="list-style-type: none"> • Undertake regular Routine Maintenance on the roads that are in a good condition (maintainable network). • Spot Improve bad sections of the good roads to consolidate the maintainable network. • Partial rehabilitation of prioritised links in order to improve connectivity and provide access to the majority of the population • Construct bridges and drainage systems at appropriate points and junctions where there is no road continuity.
Ensure sustanaibity of safety to road users	<ul style="list-style-type: none"> • Replace missing road furniture • Install new road furniture • Provide sustainable budget

	<ul style="list-style-type: none"> • Hold public awareness meeting
Ensuring proper drainage systems	<ul style="list-style-type: none"> • Maintain the drainage systems regularly • Construct new culverts at appropriate points • Introduce new drainage systems where needed • Unblock any blocked existing drainage system
Increase classified roads networks	<ul style="list-style-type: none"> • Carry road inventory survey of all roads in the county • Policy review on road classification
Cover the entire area in road networking	<p>To procure:</p> <ul style="list-style-type: none"> • Prime mover. • Excavator • Shovel • 2 Tippers
Improved employee skills	<ul style="list-style-type: none"> • Put up a Training programme and resources for the same
Enhance disaster response methods	<ul style="list-style-type: none"> • Capacity building of the team • Recruitment of more firefighters and divers
Enhance reliability and stability of power supply to Nyamira	<ul style="list-style-type: none"> • Provision of adequate financial resources • Capacity building especially in the area of renewable energy • Collaboration with experts in the industry such as REREC

3.4: Sector programs and Flagship Projects

3.4.1 Sector Programs to be implemented within the Planned Period

This section explains views of the sector's envisioned programs poised to unfold within the designated time frame. These programs are crafted to align with our overarching objectives, serve as the instrumental keystones that will propel our aspirations forward. In this section, we delve into the contours of each program, their intricate design, and the holistic impact they collectively aim to achieve

Table 5 : Sector programs to be implemented within the Planned Period

Programme 1: Road Transport									
Objective: Ensure passable and safe road network									
Outcome: Improved transportation of goods and people									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets	Planned Target and Indicative Target				Total Target	Total Budget (Ksh. M)
				2023-2027		2028-2033			
				Target	Cost (M)	Target	Cost (M)		
Construction of Roads and bridges	Roads constructed to bitumen standard	Km of roads constructed to bitumen standard	Goals 8, 9, 11, 12	25	600	25	600	50	1200
	Roads constructed to gravel standard	Km of roads constructed to gravel standard	Goals 8, 9, 11, 12	500	500	500	500	1000	1000
	Bridges Constructed	No. of Bridges Constructed	Goals 8, 9,	5	50	5	50	10	100

			11, 12						
	Box culverts constructed	No. of Box Culverts Constructed	Goals 8, 9, 11, 12	20	80	20	80	40	160
	Foot bridges constructed	No. of foot bridges constructed	Goals 8, 9, 11, 12	3	12	3	12	6	24
	Pipe culverts Constructed	M of pipe culverts constructed	Goals 8, 9, 11, 12	2000	37.5	2000	37.5	4000	75
	Road Management System Procured	No of Road Management System Procured	Goals 8, 9, 11, 12	1	15	1	15	2	30
	Road Constructed Alternative Technology	KM of Road done by Alternative Technology	Goals 8, 9, 11, 12	10	50	10	50	20	100
								0	0
Rehabilitati on & Maintenan ce of roads	Roads Rehabilitated & Maintained	Km of roads rehabilitated & maintained	Goals 8, 9, 11, 12	750	500	750	500	1500	1000
	Road construction equipment purchased	No. of road construction equipment purchased	Goals 8, 9,	2	80	2	80	4	160

			11, 12						
Total								6632	3849
Programme 2 : Transport and Mechanical Services									
Objective: Ensure timely maintenance of vehicles and machinery to minimize down town									
Outcome: Improved service delivery through continued availability of vehicles and machines									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets					Total Target	Total Budget (Ksh. M)
Maintenance of motor vehicles and road construction machinery	Workshop constructed	No. of workshop constructed	Goals 8, 9, 11, 12	2	30	2	30	4	60
	Workshop equipment purchased	No. of workshop equipment purchased	Goals 8, 9, 11, 12	5	5	5	5	10	10
	Motor vehicle and machinery Serviced	No. of motor vehicles and machinery serviced	Goals 8, 9, 11, 12	205	10.5	205	10.5	410	21
	Motor vehicle and machinery repaired & maintained	No. of motor vehicle and machinery repaired & maintained, Tyres	Goals 8, 9, 11, 12	205	50.5	205	50.5	410	101
Fuel shortage	Construction of a petrol station	No of petrol station construction	Goals 8, 9,	1	15	1	15	2	30

and adulteration			11, 12						
Purchase of Construction Equipment and Machinery	Construction Equipment's Purchased	No of Construction Equipment's Purchased	Goals 8, 9, 11, 12	8	400	8	400	16	800
Purchase of Supervising Vehicles	Supervising Vehicles Purchased	No of Supervising Vehicles Purchased	Goals 8, 9, 11, 12	3	15	3	15	6	30
Procurement of County Fleet Management System	County Fleet Management System Procured	No of County Fleet Management System Procured	Goals 8, 9, 11, 12	2	30	2	30	4	60
Total								862	1112
Programme 3: Disaster Management									
Objective: Ensure resilient disaster preparedness and response									
Outcome: Strengthen Disaster management capacity									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets					Total Target	Total Budget (Ksh. M)

Rapid response to disaster through improvement of disaster response infrastructure and equipment.	Purchase fire engine	No. of fire engine purchased	Goals 8, 9, 11, 12	3	120	3	120	6	240
	Purchase of PPE Kits	No. of PPEs Purchased	Goals 8, 9, 11, 12	5	10	5	10	10	20
Disaster risk reduction	Inspection of public facilities	No of facilities Inspected	Goals 8, 9, 11, 12	1720	8.6	1720	8.6	3440	17.2
	Disaster Mgt training conducted	Disaster Mgt training conducted	Goals 8, 9, 11, 12	225	4.5	225	4.5	450	9
Total								3906	286.2
Programme 4 : Public Works									
Objective: Ensure all tender documents are prepared on timely as per request and development is controlled									
Outcome: Improved physical and social infrastructure in urban areas									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets					Total Target	Total Budget (Ksh. M)

Government Buildings	Office block buildings completed	No. of offices constructed	Goals 8, 9, 11, 12	2	60	2	60	4	120
	Tender documents prepared	No. of tender documents prepared.	Goals 8, 9, 11, 12	20 0	12.5	200	12.5	400	25
	Project management	No. of projects supervised.	Goals 8, 9, 11, 12	20 0	15	200	15	400	30
Building development control	Building plans approved	No. of building plans approved	Goals 8, 9, 11, 12	50 0	10	500	10	1000	20
Total							Total	1804	195
Programme 4 : General Administration Planning and Support Services									
Objective: To support and increase efficiency in service delivery.									
Outcome: Improved and efficient administrative, financial and planning support services									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets					Total Target	Total Budget (Ksh. M)

General administration	Employee compensation	No. of employees compensated	Goal 17, 10, 8	700	548	700	548	1400	1096
Policy Development and Planning	Statutory reports	No. of statutory reports prepared and Submitted on time	Goal 17, 10, 8	50	15	50	15	100	30
	Preparation of the bills and policies	No. of bills and policies developed	Goal 17, 10, 8	11	11	11	11	22	22
	Monitoring and evaluation reports	No. of monitoring and evaluation	Goal 17, 10, 8	500	10	500	10	1000	20
Human resource Development	Staff trained	No. of staff trained on competency skill	Goal 17, 10, 8	100	20	100	20	200	40
Total								2722	1208
Programme Name: CORPORATECOMMUNICATION									
Objective: To Create awareness to the Public on Government Projects, Programs and Effective Service Delivery									
Outcome: Communication Results									
Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets					Total Target	Total Budget (Ksh. M)
Corporate communication	Sensitization of internal and external stakeholders	Number of stakeholders trained	SDG 4	2750	15	2750	15	5500	30

	Staff trained	Number of staff trained	<i>SDG</i> 4	25	5	25	5	50	10
	Established of information/ Media center	Number of information/Media center	<i>SDG</i> 4	5	10	5	10	10	20
	Structured publications and documentaries	Number of publications and documentaries	<i>SDG</i> 4	60	30	60	30	120	60
	Established Feedback mechanism on county projects/programs	Number of feedback on county projects/programs	<i>SDG</i> 17	60	12	60	12	120	24
	Developed policies and regulations	Number of policies and regulations	<i>SDG</i> 17	6	6	6	6	12	12
	Purchased communication tools/Working tools	Number of communication tools	<i>SDG</i> 17	55	15	55	15	110	30
							Total	5922	186

Programme Name: ENERGY

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

Outcome: Electricity Coverage Increased from 49.5% to 70%

Sub Programme	Key Output	Key performance Indicators	Linkage to SDG Targets					Total Target	Total Budget (Ksh. M)
Street lighting	Installation of 1000 solar powered lights	No. of solar powered lamps installed.	<i>SDG</i> 4	1000	250	1000	250	2000	500

	Installation of 500 electric lights in major towns.	No. of electric lights installed	SDG 17	50 0	100	50 0	100	100 0	200
Rural Electrification	70 percent rural area coverage	%age access rate	SDG 17	10 %	500 %	10 %	500 %	0.2	10
Establishment of Other sources of Energy	Establishment of 1 power generation plant.	No. of power generation stations	SDG 17	1	500	1	500	2	1000
Total								300 2.2	1710
Programme : Infrastructural and Communication Technology									
			Linkages to SDG						
Sub Programme	Key Output	Key Performance Indicators		Planned Target and Its Indicative Budget (M)					
				2023-2027		20027-2033		Total Target	Total Budget (M)
				Target	Budget (M)				
ICT Infrastructural Development	ICT Staff Trained	Number of ICT staff trained	SDG 2.4	25	5,000,000	25	5,000,000	50	10,000,000
	ICT Policies	Number of ICT Policies	SDG 17	1	2,000,000	1	2,000,000	2	4,000,000
	ICT Steering Committee	Number of ICT Steering Committee	SDG 17	1	2,000,000	1	2,000,000	2	4,000,000

Machine Servicing	Number of machined serviced	SDG 17	14	10,000,000	14	10,000,000	28	20,000,000
Machine Purchased	Number of machines purchased	SDG 9	70	10,000,000	70	10,000,000	140	20,000,000
Call Centre	Number of call centers	SDG 9	1	8,000,000	1	8,000,000	2	16,000,000
Innovation Centres	Number of Innovation centres	SDG 9	5	15,500,000	5	15,500,000	10	31,000,000
LANs Installed	Numbers LANs installed	SDG 9	66	12,000,000	66	12,000,000	132	24,000,000
Biometrics System	Number of Biometric systems	SDG 9	2	4,000,000	2	4,000,000	4	8,000,000
Fleet and Fuel Management System	Number of Fleet and fuel management system	SDG 9	2	4,000,000	2	4,000,000	4	8,000,000
Electronic data management system	Number of electronic data management system	SDG 9	2	8,000,000	2	8,000,000	4	16,000,000
E-cabinet and MS office 365	Number of E-cabinet and MS office 365	SDG 9	5	7,000,000	5	7,000,000	10	14,000,000
Backups and network servers	Number of backups and network servers	SDG 9	3	4,000,000	3	4,000,000	6	8,000,000
Data centres	Number of Data centres	SDG 9	5	23,000,000	5	23,000,000	10	46,000,000
Wifi Hot spots	Number of wifi Hot spots	SDG 9	5	5,000,000	5	5,000,000	10	10,000,000
VOIPs installed	Number of VOIPs installed	SDG 9	5	10,000,000	5	10,000,000	10	20,000,000
Point to point connectivity	Number of point to point connectivity	SDG 9	5	8,000,000	5	8,000,000	10	16,000,000
Total							434	275,000,000

Source: Sector Working Group 2023

3.4.2 FLAGSHIP PROJECTS

Table 6 : Flagships to be implemented in the Period

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

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

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (KSh.)	Source of Funds	Lead Agency
			<ul style="list-style-type: none"> • Project Procurement • Project execution • Monitoring & Evaluation • Project Handover/closure • Project O&M 					
Construction of Road bypasses to bitumen standards in Nyamira and Keroka Towns	Keroka town and Nyamira municipality	To decongest the towns To improve movement of goods and services to markets	<ul style="list-style-type: none"> • Feasibility Study • Approval and Licensing • Stakeholder Engagement • Detailed Project Design • Project Procurement • Project execution • Monitoring & Evaluation • Project 	20Km of bitumen road network	5 Year	600M	CGN,GO K & Donors	TRPW&DM

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimate d cost (KSh.)	Source of Funds	Lead Agency
			Handover/closure <ul style="list-style-type: none"> Project O&M 					
Construction of Airport	Nyamira county	To deliver fresh produce and finished products to markets To provide quick mode of transport for tourism activities	<ul style="list-style-type: none"> Feasibility Study Approval and Licensing Stakeholder Engagement Detailed Project Design Project Procurement Project execution Monitoring & Evaluation Project Handover/closure Project O&M 	1 Airport	5 Year	1.2B	CGN,GO K & Donors	CAA, TRPW&DM
Purchase of Jaw Crasher Plant-complete	Nyamira county	To process building materials for road	<ul style="list-style-type: none"> Development of detailed specs Approval and 	1 No. Crushing plant	5 Year	50M	CGN,GO K & Donors	TRPW&DM

Project Name	Location	Objective	Description of Key Activities	Key Output(s)	Time Frame*	Estimated cost (KSh.)	Source of Funds	Lead Agency
		construction	Licensing <ul style="list-style-type: none"> • Procurement • Pre-inspection • Installation and commissioning • Inspection and acceptance • Project O&M • Warranty 					
Solar Power plant at Sironga	Sironga	To give power to the proposed Industrial Park	<ul style="list-style-type: none"> • Feasibility Study • Approval and Licensing • Stakeholder Engagement • Detailed Project Design • Project Procurement • Project execution • Monitoring & Evaluation • Project 	40MW	5Years	1B	CGN,GO K & Donors	REREC, EPRA & ENRWEM

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

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

Source: Sector Working Group 2023

3.5 CIDP Linkages with National Development Agenda, Regional and International

In an increasingly interconnected world, the County Integrated Development Plan (CIDP) stands as a pivotal bridge between local aspirations and broader developmental frameworks. As we delve into the multifaceted landscape of regional and international dynamics, it becomes evident that the CIDP is not just a localized blueprint, but a vital link in a larger chain of progress. This subtopic delves into the strategic interplay between the CIDP and national development priorities, regional collaborations, and the global context, illuminating how these linkages synergistically shape the path to sustainable growth and prosperity. Through this exploration, we uncover the intricate tapestry that weaves our county's ambitions into the broader fabric of progress, ensuring our actions resonate not only within our borders but echo harmoniously on wider scales.

Table 7 : CIDP Linkages with National Development Agenda, Regional and International

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

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

3.6. Cross-Sectoral Linkages

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

Table 8: Cross-Sectoral Linkages

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

	Health	Connection of hospital facilities with Internet	Proliferation of cyber crimes	Embracing regulations on prevention of Cyber Crimes
Disaster Management	Environment	Capacity building on disaster preparedness and mitigations	Costs related to trainings, equipping of the personnels	Timely planning and budgeting
	Health	Construction of rescue center i.e. Safe grounds and points	Cost implication of emergency rescue and construction of center's	Timely planning and budgeting
	Education	Trainings on disaster resilience and risk	Cost of disaster trainings and purchase safety gears	Timely planning and budgeting of disaster training and purchase of gears
Transport and Public Works	Environment	Construction of Road furniture's	Cost of erection of the furniture's	Timely planning and budgeting

	Health	Inspection of structural fitness of health facilities	Cost of Inspections	Timely planning and budgeting
	Education	Inspection of structural fitness of schools	Cost of Inspections	Timely planning and budgeting
Energy	Environment	Embracing of solar Technology and use of Non Renewable Energy	Cost of training of Solar Technicians and public Sensitization	Timely planning and budgeting
	Trade	Embracing of solar Technology and use of Non Renewable Energy	Cost of training of Solar Technicians and public Sensitization	Timely planning and budgeting
	Education	Embracing of solar Technology and use of Non Renewable Energy	Cost of training of Solar Technicians and public Sensitization	Timely planning and budgeting

CHAPTER FOUR

IMPLEMENTATION FRAMEWORK

4.0. Overview

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

4.1 Institutional Framework

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

Figure 5.1: Departmental Organogram

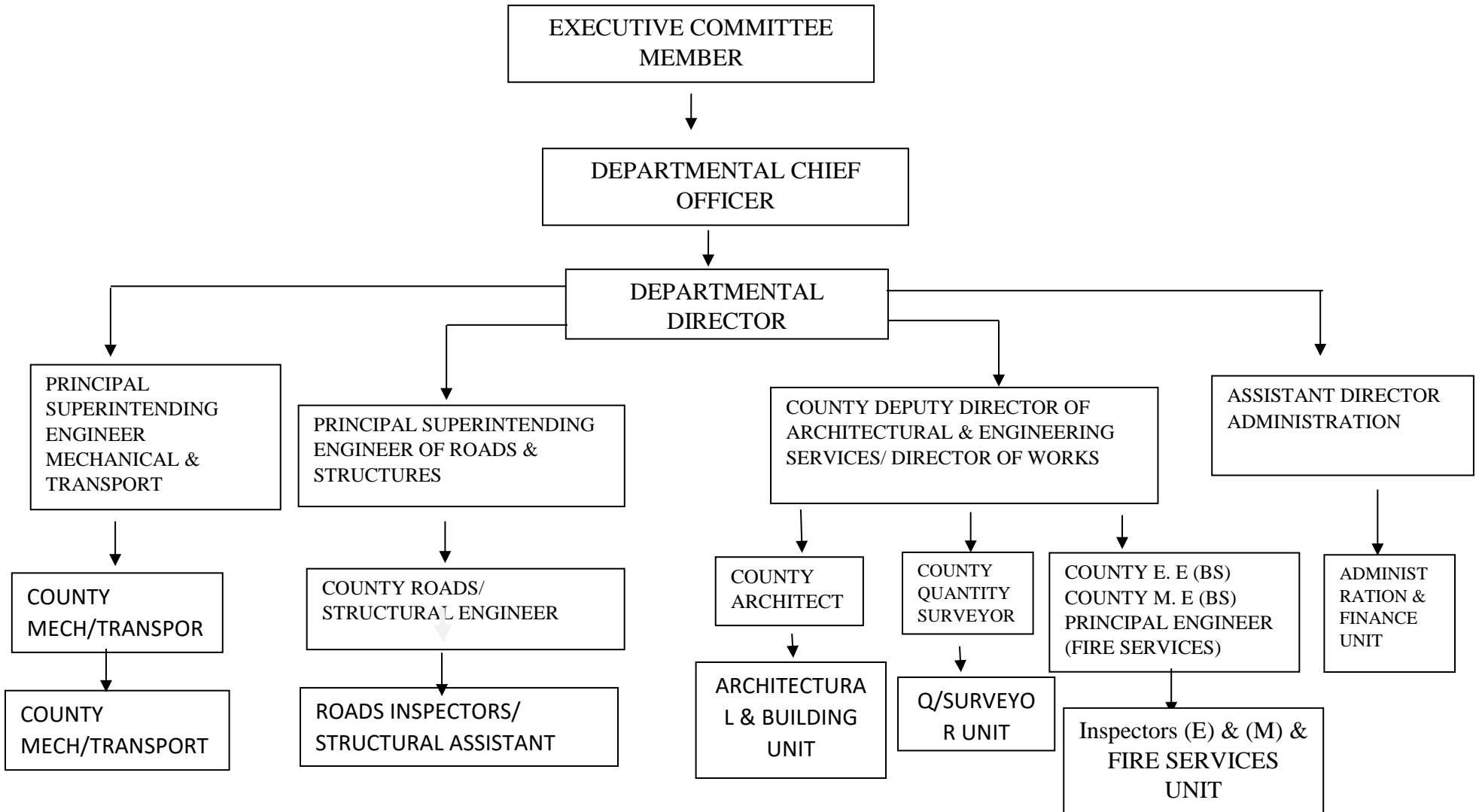


Table 9: Institutional Arrangement

Institution	Function	Competitive Advantage	Assistance to the Department
Professional Regulatory bodies e.g.EBK,BORAQS,IEK,AAK,MIQ SK,ISK & IPK	Regulate & Register professionals	Regulatory role of professionals in engineering related fields	Gives department qualified technical personnel
National Environmental Management Authority(NEMA)	Managing the environment	Conducts environmental Impacts Assessment	Takes cares of environmental impacts of the project before implementation
KeRRA, KURA & KeNHA	Plan, design and supervise construction, rehabilitation and maintenance of roads	Have statutory backing of the law and National Government	Take care of construction and maintenance of classified urban and national roads within the county
Kenya Roads Board (KRB)	Fund, Oversee and Coordinate Road Maintenance, Rehabilitation and Development	Have statutory backing of the law and National Government	Optimal Utilization of resources for a sustainable Road Network
National Transport and Safety Authority (NTSA)	Effectively manage the road transport sub- sector	Have statutory backing of the law	Minimizing road traffic accidents and loss of lives

Institution	Function	Competitive Advantage	Assistance to the Department
Salary and Remuneration Commission (SRC)	Determination of Remuneration for public officers	Determination of remuneration for state officers/public officers.	Advise on remuneration guidelines on CPSB employees
County Government(CG)	Policy formulation & Execution. Coordination of county planning and development activities.	Policy and strategy formulation and implementation. Control of county resources and personnel. Establishment of various committees in the county.	Give direction on implementation of HR strategies and policy Allocation of financial resources Ensure adequate staff Formulate policies guiding planning process Establish county and sub-county development committees.
County Assembly	Enact legislations	Legislate Receive reports and provide oversight	Provide enabling legislations and policy
Council of Governors (COG)	Promotion of visionary	Have statutory backing o	Provides a mechanism for

Institution	Function	Competitive Advantage	Assistance to the Department
	<p>leadership; sharing of best practices and; offer a collective voice on policy issues; promote inter – county consultations; encourage and initiate information sharing on the performance of County Governments with regard to the execution of their functions; collective consultation on matters of interest to County Governments</p>		<p>consultation amongst County Governments, share information on performance of the counties in execution of their functions, facilitate capacity building for Governors, and consider reports from other intergovernmental forums on national and county interests.</p>
<p>Ministry of Transport and Infrastructure</p>	<p>National policy and legislations framework on transport and infrastructure</p>	<p>Capacity to formulate transport, roads and public works policies and</p>	<p>Legislations and policy</p>

Institution	Function	Competitive Advantage	Assistance to the Department
		executing the legislations.	
Kenya School of Government (KSG)	Capacity building for county public service employees.	Capacity to Train and develop CPSB employees.	County human resources development
County Departments	Manage HR Coordinate development/services within their mandates	Proper linkages to Manage HR issues to the HR department.	Give reports on HRs under them –performance Provision of services to citizens
County Treasury	Financial Record management. Disbursements and tracking of prudent expenditure of government funds	Financial management guidelines, PFM act. Custodians of government funds Accounting capacity	Provide updated financial information. Timely disbursement of funds. Facilitation on field activities for the benefit of the county.
County Assembly	Legislation	Legal mandate/capacity	Legislation of legal framework/Oversight role/Budget approval

Institution	Function	Competitive Advantage	Assistance to the Department
Ethics and Anti-corruption Commission (EACC)	Promote prudence in public finance management	National mandate and trained personnel	Fight corruption in public offices Public awareness and regulatory compliance
Community	Monitoring and evaluation of projects implementation process	Are the main beneficiaries and stakeholders of development initiatives	Help in identification and monitoring implementation of projects Create ownership of projects and thus ensure sustainability.
National Government	Policy making Ensuring success of all planning and development endeavors initiated by both national and county governments	Key policy makers in planning and development issues	Legal framework. Giving policy directions at national to county level Allocation and disbursement of financial resources Supplementing county government in meeting staffing needs

Institution	Function	Competitive Advantage	Assistance to the Department
Media and press	Creation of awareness to the concerned-on development issues	Ability to reach majority of people in the county	Cover, highlight, sensitize, report and publish events, facilitating airing of programs and events
NGOs and donors e.g. ADB	Promotion of public participation and infrastructural development	Financial ability	Funding of development projects Facilitating public forums on development issues Capacity building of the public
Data Suppliers	Provision of information/data	Ownership of information	Source of information
County Planning	Coordination and planning.	Coordinating, monitoring and evaluation capacity	Collaboration in field activities such as data collection, analysis and dissemination

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

4.2 Resource Mobilization and Management Framework

The Resource Mobilization and Management Framework forms the bedrock upon which the realization of our sector plan's aspirations rests. This framework not only navigates the pathways to acquiring resources but also intricately outlines their judicious allocation, monitoring, and optimization. In this section, we delve into the strategies, mechanisms, and collaborative endeavors that will foster a dynamic ecosystem of resource mobilization and astute management. By understanding and embracing this framework, we fortify our resolve to cultivate a thriving sector, enriched by the vitality of well-managed resources, poised to flourish within the tapestry of our overarching vision

4.2.1 Resource Requirements by Programme

This section serves as a compass, guiding us through the terrain of essential needs. This section, details maps, charts the course for resource allocation, ensuring each programme receives the nurturing sustenance required for successful implementation.

Table 10: Summary of Sector Financial Resource Requirements

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

Total	3716.75	3801.1	7517.85	100
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Source: SWGs 2023

4.2.2.: Revenue Projections:

This section serves as a compass, charting the course of anticipated financial inflows that will fuel our sector's endeavor.

Table 11 : Revenue Projections

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

4.3.3 Estimated Resource Gap

The Estimated Resource Gap provides a review of the variance between the resources we anticipate and those we require to bring our sectoral goals to fruition. In this section, we confront the challenges and opportunities that arise when reconciling our vision with the practical constraints of funding, manpower, and infrastructure.

Table 12 Resource Gaps

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

4.3.4 Resource Mobilization and Management Strategies

This section explores the diverse avenues through which resources – both financial and non-financial – are harnessed, allocated, and optimized. It guides us through the intricate realm of funding, oversight, and sustainability. As we explore this vital section, we gain insight into how our sector will rise to the challenge, seamlessly weaving resources into the tapestry of our vision, and propelling us towards a future of sustainable growth and meaningful impact. Funding a sectoral plan in a county can involve various types of resource envelopes. These resource envelopes are essentially pooling of resources that are dedicated to financing specific aspects of the sectoral plan. Here are some common types of resource envelopes that can will be used to fund this sectoral plan

- **Equitable Share Allocation:** This refers to the portion of the national revenue that is allocated to counties as stipulated by law. It forms a significant chunk of funding for county operations and development projects.
- **Conditional Grants:** These are funds provided by higher levels of government (such as the national government) to counties for specific purposes, often tied to particular projects or programs.
- **Own Source Revenue (OSR):** This includes revenue generated by the county from various sources, such as taxes, fees, licenses, fines, and other local revenue streams.
- **Donor Funds and Grants:** Counties can seek financial support from external donors, development partners, and non-governmental organizations for specific projects or programs outlined in the sectoral plan.
- **Public-Private Partnerships (PPPs):** Engaging with private entities for joint ventures or collaborations to fund and implement certain projects within the sectoral plan.
- **Borrowing and Debt Financing:** Counties may secure loans or issue bonds to raise funds for large-scale infrastructure projects or initiatives outlined in the sectoral plan.

- **Revenue from County-Owned Enterprises:** Profits or dividends generated by county-owned enterprises can be reinvested into funding the sectoral plan.
- **Grants from Development Partners:** Counties may receive grants from international development agencies, foreign governments, or non-profit organizations to support specific projects aligned with the sectoral plan.
- **Revitalization of Public-Private Partnerships (PPPs):** Reviving existing partnerships or forming new ones with the private sector for jointly funded projects.
- **Resource Reallocation:** Counties may redirect funds from existing programs or projects to prioritize the implementation of the sectoral plan.
- **Innovative Financing:** Exploring innovative financing mechanisms such as impact bonds, green bonds, or social impact investing to raise funds for specific projects.
- **Community Contributions:** Involving local communities in funding certain initiatives through community-based financing or contributions.
- **Resource Pooling with Other Counties:** Collaborating with neighboring counties to pool resources and jointly fund regional projects outlined in the sectoral plan.

Addressing anticipated resource gaps in funding a sectoral plan requires a strategic approach that combines innovative solutions, efficient resource management, and collaboration. Here's how some of the anticipated resource gaps could be addressed through various strategies:

- **Equitable Share Reallocation:** If there's a gap in equitable share allocation, counties can explore reallocation from other sectors within the county's budget. Prioritizing high-impact projects and reallocating funds from lower-priority areas can help bridge the gap.
- **Public-Private Partnerships (PPPs):** Engaging private sector partners through PPPs can bring additional resources into the sector. Private companies may invest in infrastructure or services in exchange for revenue-sharing or other benefits, addressing resource gaps.

- **Grants and Donor Funding:** For gaps in funding from conditional grants or donor sources, counties can actively seek out grants and funding opportunities from international donors, development agencies, and non-governmental organizations that align with the sectoral plan's goals.
- **Innovative Financing Mechanisms:** Exploring innovative financing tools like impact bonds, where private investors provide upfront capital for projects with repayments based on achieved outcomes, can help bridge resource gaps.
- **Resource Reallocation within Programs:** Within the sectoral plan, resource reallocation can be considered. Shifting resources from less critical components of a program to high-priority areas can help optimize funding usage.
- **Resource Mobilization Campaigns:** Counties can launch public campaigns to encourage voluntary contributions from citizens, businesses, and philanthropic organizations to support specific projects or programs.
- **Cost-Efficiency Measures:** Implementing cost-saving measures, optimizing procurement processes, and streamlining administrative functions can free up resources to address gaps.
- **Capacity Building and Technical Assistance:** Enhancing the capacity of county staff and officials in grant writing, fundraising, and financial management can improve the county's ability to secure external funding.
- **Engaging Local Financial Institutions:** Collaborating with local banks or financial institutions for project financing or low-interest loans can help bridge resource gaps.
- **Community Participation and Co-Financing:** Involving local communities in co-financing projects through labor, materials, or monetary contributions can help reduce resource gaps.
- **Multi-County Partnerships:** Collaborating with neighboring counties to pool resources and jointly fund regional projects can enhance resource mobilization.

- **Diversification of Revenue Streams:** Exploring and expanding various revenue sources, such as tourism, agriculture, or eco-friendly initiatives, can create new funding streams.
- **Fostering Innovation:** Encouraging innovation and entrepreneurship within the sector can lead to the development of revenue-generating projects that can contribute to filling resource gaps.

Each county's context is unique, and the strategies chosen to address resource gaps should align with local priorities, opportunities, and challenges. A combination of these strategies, tailored to the specific circumstances, can help ensure the successful implementation of the sectoral plan despite resource limitations.

4.3 Asset Management

Asset management within a county's sectoral plan involves a systematic and strategic approach to optimize the value, performance, and lifecycle of assets. It encompasses a range of activities aimed at ensuring that assets – be they physical, human, or intellectual – are effectively utilized to achieve the goals of the sectoral plan. Here's how asset management is typically executed in a county's sectoral plan:

- **Identification and Inventory:** Asset management begins with a comprehensive inventory of all assets within the sector. This includes identifying physical infrastructure, equipment, technological systems, human resources, intellectual property, and any other assets relevant to the sector
- **Assessment and Valuation:** Assets are assessed for their condition, value, and potential contributions to the sector's objectives. This involves evaluating the financial, social, and environmental value that each asset brings.
- **Prioritization and Planning:** Based on the assessment, assets are prioritized according to their importance, potential impact, and alignment with the sectoral plan's goals. A strategic plan is developed to guide the management and utilization of these assets.

- **Allocation and Utilization:** Assets are allocated and utilized in alignment with the strategic plan. This includes optimizing the use of physical infrastructure, leveraging technology, assigning human resources effectively, and capitalizing on intellectual property.
- **Maintenance and Upkeep:** Regular maintenance and upkeep of physical assets are crucial to ensure longevity and optimal performance. This may involve repair, renovation, or replacement based on asset condition and lifecycle.
- **Monitoring and Performance Measurement:** Continuous monitoring of asset performance helps gauge their contribution to the sectoral plan's objectives. Key performance indicators (KPIs) are established to track the efficiency, effectiveness, and impact of assets.
- **Risk Management:** Asset management includes strategies to mitigate risks associated with asset ownership and utilization. This may involve measures to address vulnerabilities, ensure compliance with regulations, and minimize potential negative impacts.
- **Data-Driven Decision Making:** Asset management relies on data and analytics to inform decisions. Utilizing technology for data collection, analysis, and predictive maintenance enhances decision-making accuracy.
- **Collaboration and Partnerships:** Collaborative efforts with other departments, agencies, public-private partnerships, and stakeholders can optimize the use of shared assets and resources.
- **Disposal and Renewal:** Assets that have reached the end of their useful life or no longer align with the sectoral plan's goals are disposed of or replaced. This process ensures that assets remain aligned with evolving needs.

4.4 Risk Management

Risk Management" emerges as a sentinel, standing guard against potential uncertainties and challenges that may threaten the realization of ambitious goals. This crucial element encompasses a proactive approach to identifying, assessing, mitigating, and responding to various risks that could impact the sector's progress and long-term sustainability.

Effective risk management within a county's sectoral plan implementation involves a comprehensive set of measures aimed at proactively identifying, assessing, and addressing potential challenges. These measures are designed to ensure that the plan remains on course and resilient in the face of uncertainties. Here are some key measures adopted to monitor and manage risks throughout the sectoral plan's implementation:

- 1. Regular Risk Assessments:** Conduct periodic reviews of potential risks and their impact on the sectoral plan. These assessments help identify emerging risks and update risk profiles based on changing circumstances.
- 2. Risk Identification and Categorization:** Continuously identify and categorize risks based on their likelihood and potential impact. Prioritize risks according to their significance to the sector's goals.
- 3. Risk Mitigation Strategies:** Develop specific strategies to mitigate identified risks. This could include alternative courses of action, contingency plans, and resource reallocation to address potential challenges.
- 4. Key Performance Indicators (KPIs):** Establish KPIs that serve as early warning indicators for potential risks. Regularly monitor these indicators to detect deviations from expected progress.
- 5. Real-time Monitoring Tools:** Utilize real-time monitoring tools and technologies to track the implementation of sectoral projects. These tools provide insights into project progress and allow for swift intervention if risks arise.
- 6. Stakeholder Engagement:** Engage with stakeholders, including local communities, government agencies, and partners, to gather insights and perspectives on potential risks. Collaborative efforts enhance risk awareness and response strategies.
- 7. Scenario Planning:** Develop scenarios that simulate different risk scenarios and their potential impacts. This enables the formulation of flexible strategies to navigate through unexpected challenges.

8. Adaptive Management Approach: Embrace an adaptive management approach that allows for adjustments to the sectoral plan based on new information and changing risk dynamics.

9. Contingency Plans: Prepare detailed contingency plans for high-impact risks. These plans outline specific actions to be taken if a risk materializes, ensuring a swift and coordinated response.

10. Training and Capacity Building: Equip relevant personnel with the skills and knowledge to effectively identify, manage, and respond to risks. Training programs enhance risk awareness and preparedness.

11. Communication and Reporting: Establish clear communication channels for reporting and escalating risks. Timely communication ensures that decision-makers are informed and can take appropriate actions.

12. Learning from Experience: Continuously learn from past experiences, both successes and challenges. Analyzing past risk management strategies helps refine future approaches.

By incorporating these measures, a county's sectoral plan can proactively navigate the complexities of implementation while effectively managing potential risks. This approach ensures that the plan remains resilient, adaptable, and aligned with the county's development aspirations.

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	Reduction	High	
Organizational	Inadequate Human Resource Capacity	Inefficiency in service delivery	Medium	Timely recruitment

CHAPTER 5

MONITORING, EVALUATION AND LEARNING

5.0 Overview

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

5.1 County Monitoring and Evaluation Structure

A County Monitoring and Evaluation (M&E) Structure refers to the organized framework and system put in place within a specific administrative region, often referred to as a "county," to systematically monitor, evaluate, and learn from various programs, projects, and activities that are implemented within that jurisdiction. This structure is typically established by local governments, regional authorities, or other relevant entities to ensure effective oversight, accountability, and continuous improvement of development initiatives and public services at the county level.

Here's an explanation of the components and functions typically found in a County Monitoring and Evaluation Structure:

- 1. Governance and Leadership:**

- **County M&E Unit:** This is a dedicated team or department responsible for coordinating and managing monitoring and evaluation activities within the county. It may include M&E officers, coordinators, and managers.

2. **Planning and Design:**

- **M&E Framework:** A comprehensive framework outlining the objectives, indicators, targets, data collection methods, and reporting mechanisms for various county programs and projects.
- **Baseline Data:** Gathering initial data before the implementation of programs to serve as a reference point for measuring progress and impact.

3. **Data Collection and Management:**

- **Data Collection Tools:** Developing tools such as surveys, questionnaires, and data collection forms to gather relevant information from different sources, including beneficiaries, stakeholders, and field observations.
- **Data Management System:** Implementing a system to organize, store, and manage collected data efficiently and securely.

4. **Monitoring Activities:**

- **Regular Monitoring:** Conducting ongoing data collection and analysis to track the implementation of activities, assess progress, and identify any challenges or deviations from the planned objectives.
- **Performance Indicators:** Defining key indicators that measure the outputs and outcomes of county programs, which help gauge success and inform decision-making.

5. **Evaluation and Learning:**

- **Periodic Evaluations:** Conducting thorough assessments of programs to determine their effectiveness, efficiency, relevance, and sustainability. This may involve various types of evaluations, such as impact evaluations or process evaluations.
- **Learning Mechanisms:** Establishing processes for reviewing evaluation findings, sharing lessons learned, and adapting strategies based on feedback and evidence.

6. **Reporting and Communication:**

- **M&E Reports:** Preparing regular reports summarizing monitoring data, evaluation results, and recommendations for county officials, stakeholders, and the public.
- **Dissemination:** Sharing information and findings with relevant parties to promote transparency and accountability.

7. **Capacity Building:**

- **Training and Support:** Providing training and capacity-building initiatives for county staff involved in M&E activities to ensure they have the necessary skills and knowledge.

8. **Feedback and Stakeholder Engagement:**

- **Feedback Channels:** Creating mechanisms for receiving feedback from beneficiaries, communities, and other stakeholders to inform decision-making and improve program implementation.

- **Stakeholder Participation:** Involving stakeholders in the design, implementation, and evaluation of county programs to enhance ownership and relevance.

A well-structured County Monitoring and Evaluation system contributes to evidence-based decision-making, efficient resource allocation, improved service delivery, and overall development progress at the local level. It helps counties assess their performance, learn from experiences, and make informed adjustments to better serve their constituents.

5.2 M&E Capacity

M&E (Monitoring and Evaluation) capacity refers to an organization's or individual's ability to effectively plan, implement, manage, and utilize monitoring and evaluation activities to assess the performance, outcomes, and impacts of programs, projects, or interventions. Building M&E capacity is crucial for ensuring that data-driven decision-making, accountability, and learning are integrated into an organization's operations.

5.2.1 Importance of M&E Capacity Building:

- M&E capacity helps organizations and individuals understand the progress and results of their efforts, leading to improved decision-making and resource allocation.
- It enables organizations to demonstrate accountability to stakeholders, including donors, beneficiaries, and partners.
- Capacity building enhances an organization's ability to learn from successes and challenges, leading to continuous improvement and better program outcomes.
- It empowers individuals with the skills and knowledge to collect, analyze, and interpret data accurately and effectively.

5.2.2 Elements of M&E Capacity:

- **Technical Skills:** These include knowledge of research methodologies, data collection techniques, statistical analysis, and data management.
- **Analytical Skills:** The ability to interpret data, identify trends, and draw meaningful insights and conclusions.

- **Planning and Design:** Capacity to develop M&E frameworks, indicators, and data collection tools aligned with program goals.
- **Evaluation Expertise:** Knowledge of various evaluation types (impact, process, outcome), designing evaluation studies, and using evaluation findings.
- **Reporting and Communication:** Skills in preparing clear, concise, and actionable M&E reports and effectively communicating results to stakeholders.
- **IT and Data Management:** Proficiency in using relevant software tools for data collection, management, analysis, and visualization.

5.3.3 Methods for Building M&E Capacity:

- **Training Workshops and Courses:** Formal training sessions on M&E concepts, methodologies, and tools.
- **On-the-Job Training:** Learning through practical application, working on M&E tasks under guidance.
- **Mentoring and Coaching:** Experienced M&E professionals guide and support less experienced individuals.
- **Learning Networks:** Participating in M&E-focused communities of practice, workshops, and seminars.
- **Partnerships and Collaboration:** Partnering with organizations or experts that have strong M&E capacity to learn from their experiences.
- **E-Learning and Online Resources:** Accessing digital courses, webinars, and resources on M&E topics.

5.3.4. Challenges and Considerations:

- Building M&E capacity requires time, resources, and commitment from both individuals and organizations.
- Contextual factors, such as organizational culture and resource constraints, can impact the effectiveness of capacity-building efforts.
- Regular refresher training and staying updated with evolving M&E practices are essential.
- Capacity building should be tailored to the specific needs and goals of the organization or individual.

5.3.5 Benefits of Enhanced M&E Capacity:

- Improved program planning and design based on evidence and data.

- Timely identification of program challenges and opportunities for course correction.
- Enhanced reporting and communication of results to stakeholders.
- Increased ability to adapt and innovate based on lessons learned.
- Strengthened accountability and credibility within the sector.

Building M&E capacity is an ongoing process that contributes to the overall effectiveness, impact, and sustainability of programs and projects. It empowers organizations and individuals to make informed decisions and achieve meaningful outcomes

5.4 M&E Outcome Indicators

M&E (Monitoring and Evaluation) outcome indicators are specific and measurable parameters used to assess the intermediate and long-term results or changes brought about by a program, project, or intervention. Outcome indicators help gauge the effectiveness and impact of activities by focusing on the broader changes that occur as a result of the intervention. These indicators typically reflect progress toward the intended outcomes and contribute to a comprehensive understanding of the intervention's success. Outcome indicators should be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. They provide a clear picture of the changes that have occurred due to the intervention and help decision-makers understand the value and impact of their efforts. It's important to define these indicators during the planning phase of a program and regularly collect data to assess progress and outcomes.

Table 14: Outcome Indicator Reporting

Programme	Outcome	Outcome Indicator (s)	Baseline*		Mid Term	End Term	Reporting Responsibility
			Value	Year			

					Target	Target	
Roads	Good and Reliable Road Network	KM of Road Tarmacked .Graveled	100	2022	250	500	Director of Roads

Table 15: Evaluation Plan

No	Policy /Programme Project	Outcome	Use of the Evaluation findings	Outcome	Commissioning Agency /Partner	Evaluation Start Date	Evaluation End Date	Evaluation Budget	Source of Fundings
1	CIDP	Midterm Review of the Third Generation	Improved implementation of the CIDP	Improve implementation of CIDP.	CEC Finance & Economic Planning	Jun-2023	Jun-2027	Kshs.	GoK/ Donor
2	Energy Sector Programs	Rapid Evaluation of the Energy Sector	Increased Access to Energy Sector Services	Improved Delivery of Energy Sector Services	CEC Transport ,Roads and Public Works	Jun-2023	June 2033	Kshs.	GoK/ Donor