REPUBLIC OF KENYA
MIGIRI COUNTY GOVERNMENT
MINISTRY OF LANDS, HOUSING, PHYSICAL PLANNING AND URBAN DEVELOPMENT
KEHANCHA MUNICIPALITY
P. O. BOX 258-40413, KEHANCHA,
KENYA

HANCHA MUNICIPALITY
INTERGRATED DEVELOPMENT PLAN.

Vision

To be a green, clean, safe and economically vibrant municipality that delivers quality services to the residents

Mission

To transform the livelihoods of Kehancha Residents by creating a conducive framework that offers quality services to all citizens in fair, equitable and transparent manner by embracing community managed development initiatives for environmental sustainability, adaptability of technology, innovation and entrepreneurship in all spheres of life.

Core Values

We are committed to upholding the following core values as the guiding principles for the operations of the county summarized as THIIRI:

- **Transparency & Accountability:** We shall always endeavor to be transparent, answerable and liable at all times.

- **Hardworking:** We shall be patriotic to the cause of the county and be guided by hardworking ethics in all our undertakings.

- **Integrity:** Honesty and sincerity are an integral part of our operations. We shall uphold these through strict adherence to the moral principles underlying all our policies.

- **Inclusiveness & Teamwork:** In all our undertakings, we shall have people from diverse backgrounds or communities involved in the development. All groups and citizens in the county shall be treated with equity, equality and without exception.

- **Responsiveness:** We act with a sense of urgency to address citizens' needs, make qualified decisions in time and provide fiscally responsible solutions.

- **Innovativeness:** We thrive on creativity and ingenuity. We seek the innovations and ideas that can bring a positive change to the Municipality. We value creativity that is focused, data-driven, and continuously-improving based on results.

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GLOSSARY OF COMMONLY USED TERMS

Baseline: an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made

Board: means the board of a city or municipality constituted in accordance with section 13 and 14 of the urban and cities Act

County Executive: consists of the county governor and the deputy county governor; and members appointed by the county governor, with the approval of the assembly, from among persons who are not members of the assembly.

County Government: the unit of devolved government.

Citizen Fora: means a forum for citizens organized for purposes of participating in the affairs of an urban area or a city under this Act.

Development Committee: an independent focus group centered on development and discussion of policies, guidelines, and processes by providing valuable input for development and planning.

Development: the process of economic and social transformation that is based on complex cultural and environmental factors and their interactions.

Devolution: the statutory delegation of powers from the central government of a sovereign state to govern at a subnational level, such as a regional or local level. Devolution in Kenya is the pillar of the Constitution and seeks to bring government closer to the people, with county governments at the centre of dispersing political power and economic resources to Kenyans at the grassroots.

Flagship/Transformative Projects: these are projects with high impact in terms of employment creation, increasing county competitiveness, revenue generation etc. They may be derived from the Kenya Vision 2030 (and its MTPs) or the County Transformative Agenda.

Government: is a means by which state policies are enforced, as well as a mechanism for determining the policy.

Green Economy: the green economy is defined as an economy that aims at reducing environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment. Green economy considerations are envisaged by mainstreaming cross-cutting issues such as climate change; Environmental degradation; HIV/AIDs; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM), Ending Drought Emergencies (EDE) among others.

Human Development Index (HDI): is a composite measure that incorporates mostly indicators derived from social sectors like life expectancy, years of schooling, and the general standard of living in the region or country.

Indicator: an indicator is a sign of progress /change that result from your project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Integration: combining or coordinating separate county programmes and projects to provide a harmonious, interrelated plan in an organized or structured manner to form a constituent unit that function cooperatively.

Outcome: measures the intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: immediate result from conducting an activity i.e. goods and services produced

Performance indicator: a measurement that evaluates the success of an organization or of a particular activity (such as projects, programs, products and other initiatives) in which it engages.

Programme: A grouping of similar projects and/or services performed by a Ministry or Department to achieve a specific objective; The Programmes must be mapped to strategic objectives.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

Public Participation: An action or a series of actions a person takes to involve themselves in affairs of government or community that, directly engages the public in decision-making and gives full consideration to public input in making that decision. These activities include voting, attending meetings, participating in public or private political discussion or debate on issues, signing a petition on a desired government action or policy, volunteering in community activities and contributing money to a political party or candidate of one's choice among other similar activities.

Spatial Development: techniques used by planners and other actors of decision making to facilitate integrated balanced development.

Target: it is a planned level of an indicator achievement.

Urban area: means a municipality or a town as per the Urban Areas and Cities Act

FOREWARD

I have the pleasure to present this Kehancha Municipality Integrated Development Plan. The plan is a conscious demonstration of the County government of Migori appreciation for sustainable urban development. It is the first-generation five-year development plan for an urban area in the county. It comes in place to address the urban challenges brought about by the recent population growth in Kehancha Municipality and to fulfill the provisions of the Kenyan constitution.

The Kenyan constitution 2010, created a devolved system of government which bore great aspirations for the people of Kenya to achieve for themselves the highest levels of development at the local level. It paved way for the enactment of legislation that effected the decentralization of both political and economic power. This gave rise to among others the legislation of the Urban Areas and Cities Act, 2011.

Kehancha Municipality is a creation of the Urban Areas and Cities Act, 2011 which give effect to Article 184 of the constitution to provide for the classification, governance and management of urban areas and cities, to provide the criteria of establishing urban areas and to provide for the principle of governance and participation of residents and for connected purposes. The formulation of this plan is a reaffirmation of the County overall commitment to sustainable development of Urban areas in the county as envisaged in the act.

The board will be the duty bearers in the implementation of the plan. The plan sets forth an integrated development plan to address the development needs for the municipality and draws from the County Integrated Development plan 2023-2028. It has been crafted to specifically provide for the development aspirations of the residents of municipality and specifically in a manner that contributes to the overall county growth.

Hon. John Kobado

COUNTY EXECUTIVE COMMITTEE MEMBER

LANDS HOUSING AND URBAN DEVELOPMENT

ACKNOWLEDGEMENTS

I take this opportunity to register my utmost appreciation to all those who were involved in the preparation of this Integrated development plan (IDeP). Specifically, I would like to take this opportunity to acknowledge the unrelenting efforts portrayed by all the technical persons who were involved in this noble process of shaping the future of our Kehancha Municipality.

We are highly indebted to the Governor, Migori County, H.E. Dr. George Mbogo Ochilo Ayacko for providing us with the necessary support required for the formulation of this great plan. Special gratitude is owed to the County Executive Committee Member in charge of Lands, Housing, Physical Planning &Urban Development for providing excellent leadership in this preparation process.

Lastly, I would like to appreciate all the resource persons more involved towards the successful production of this document.

Mr. Andrew Mwera

CHIEF OFFICER
PHYSICAL PLANNING & URBAN DEVELOPMENT.
MIGORI COUNTY

EXECUTIVE SUMMARY

Urban Integrated Development Plan (IDeP) for Kehancha Municipality is a five-year development plan, outlining the projects and programs that will be carried out within Municipality. The Urban Areas and Cities (Amendment) Act 2019 has provided room for creation of municipalities. Under this act, every city and town are expected to operate within the framework of integrated development planning, leading to development of this plan. The programs and projects have been arrived and identified through rigorous process that involves public participation as the constitution requires.

This plan is divided into 5 major chapters.

Chapter 1: Introduces the baseline situation for the Kehancha municipality. It encompasses the population demographics, physiographic and natural conditions as well as locational description, size, administrative and political units. It is basically an overview of the start off point in terms of socio-economic and infrastructural situation as at the baseline year of 2019.

Chapter 2: Provides and details the application and linkages of various international commitments, like Sustainable Development Goals and African Agenda 2063, Legal documents which includes; Kenyan Vision 2030, Kenya Constitution 2010, County Government Act and County Integrated Development Plan to the Kehancha Municipality Integrated Development Plan.

Chapter 3: Chapter three discusses the key municipality development priorities, strategies and Programmes, and projects as identified by stakeholders during the preparation of the County Integrated Development plan (CIDP), 2018-2022. These includes strategies; Transportation strategies, Environment Management Strategies, disaster management plan and culture heritage and conservation. Development priorities are aligned by sector

Chapter 4: Discusses the implementation framework that will be followed in implementing Municipal Integrated Development Plan, these includes, Institutions responsible for the actualization of the plan, resource requirement and mobilization. It also highlights the stakeholders in the municipal establishment, the roles that they will play and how their functions will be accommodated to avoid duplication of efforts and hence fulfilling the set Goal and objectives within the set time frame.

Chapter 5: Describes the Monitoring and Evaluation mechanism that the municipality will adopt to improve the effectiveness and quality of tracking of implementation of various development programmes and sub-programmes of this IDeP. Section that illustrates how the institution shall measure performance and indicate the implementation progress

CHAPTER ONE: BACKGROUND INFORMATION.

1.0 Preamble

This chapter gives the background information on the socio-economic and infrastructural aspects that has a bearing on the development of the municipality. The chapter provides a description of the municipality in terms of the location, size, population, physiographic and natural conditions, demographic profiles as well as the administrative and political units. In addition, it provides information on human development approach; infrastructural development; land and land use.

1.2 Locational description.

Kehancha is located in Kuria west sub county, Migori County, off C13 Migori –Lorgorian road. It is 368km west of Nairobi and 156km south of Kisumu. Geographically it covers 178 km2.

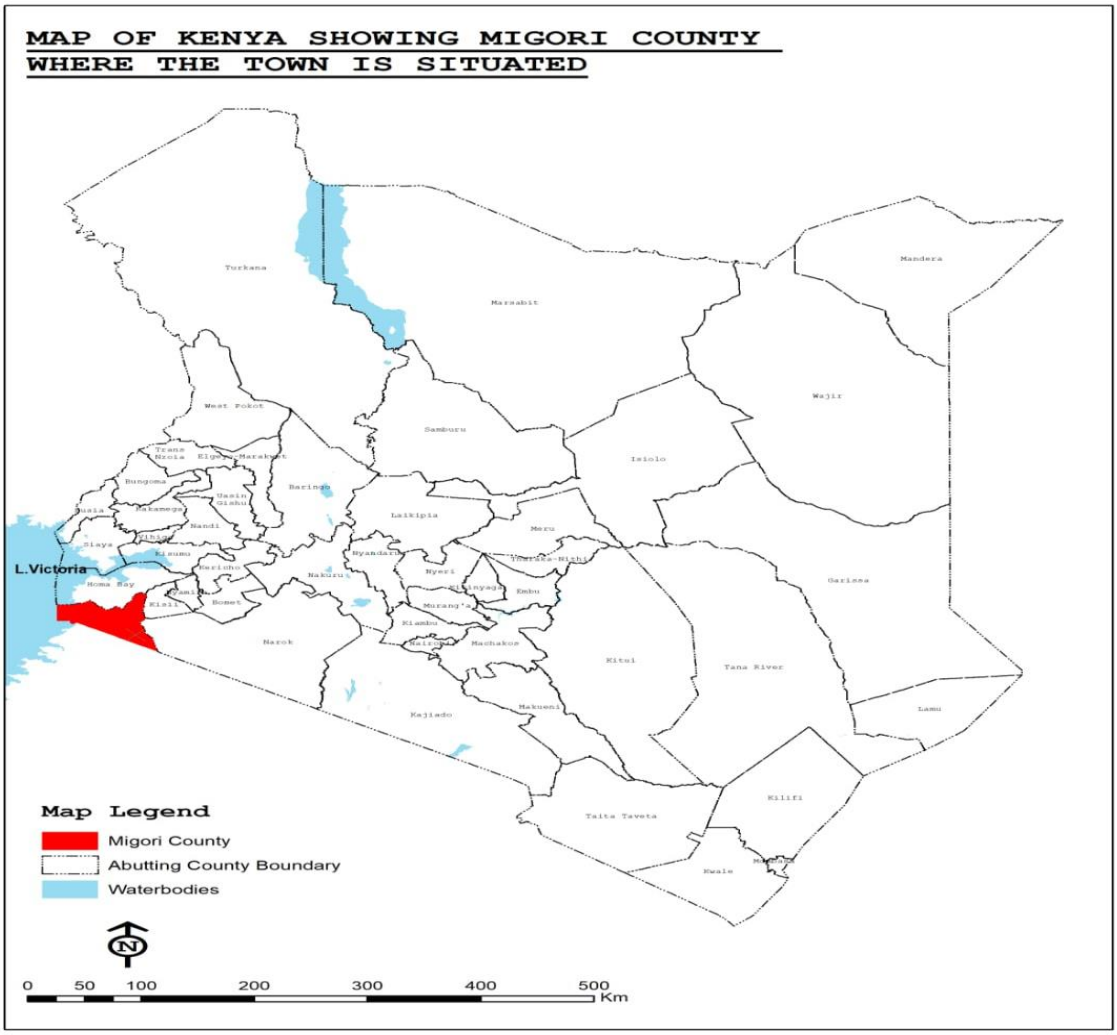

Figure 1: National context of the Kehancha Municipality.

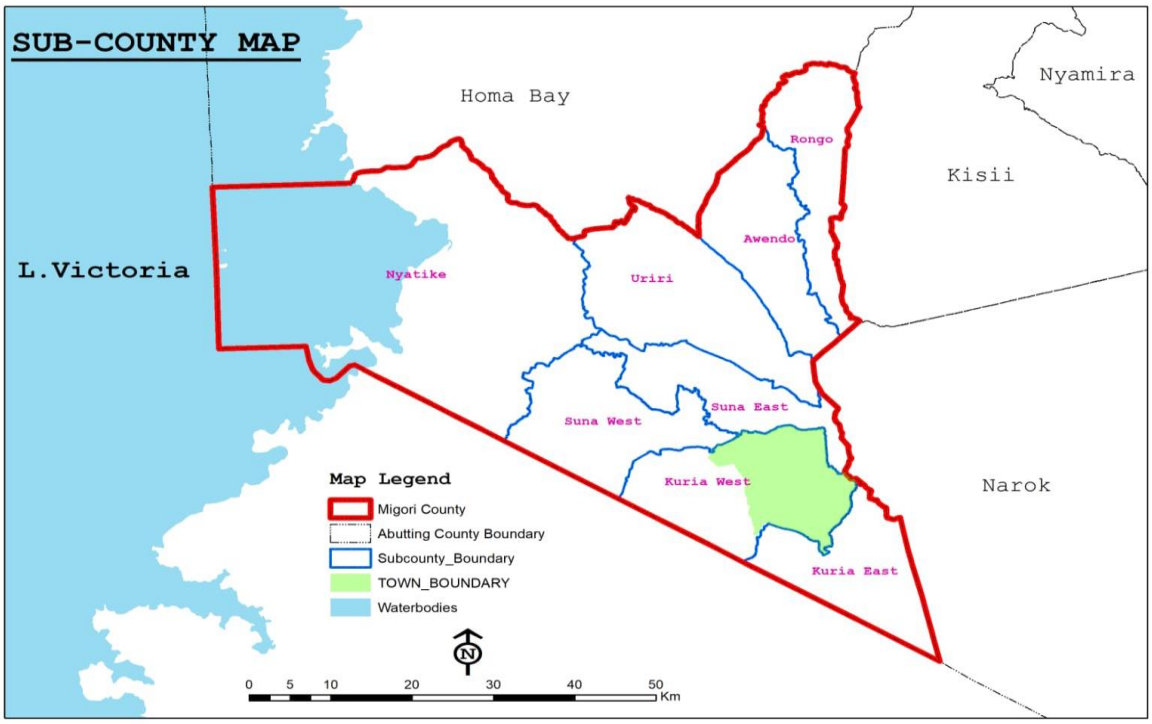

Figure 2: Regional Context of Kehancha Municipality.

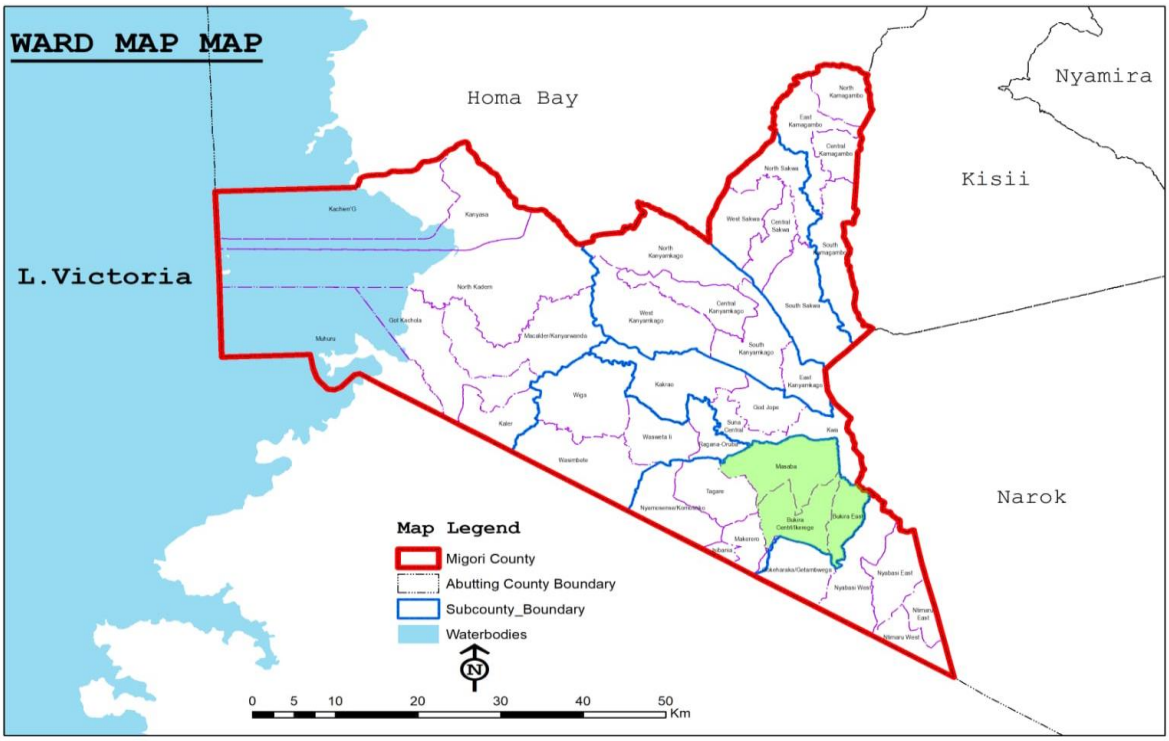

Figure 3: Ward Map of Kehancha Municipality

1.3 Historical background

Prior to the promulgation of the Constitution of Kenya 2010, Kenya was a municipality under the Local Government Act, Cap 265. The Constitution of Kenya 2010 in article 184 provided

for an enactment of the Urban Areas and Cities Act, 2011 and categorizes urban areas as Cities, Municipalities, Towns or Markets centers.

Based on the provisions of the Urban Areas and Cities (Amendment), act 2019, the population threshold was revised to 70,000 Kehancha town again met the threshold for Municipality status since it has a population of 82,914 among other conditions. It's also the Sub County headquarters of Kuria West Sub County.

1.4 Physiographic Characteristics

1.4.1 Relief and drainage

The spatial structure of Kehancha Municipality is strongly impacted by the geo-physical properties of site and context. The Municipality has an altitude of about 1468m. Various tributaries which are the main rivers that helps in draining of the town. The rivers include River Migori to the north,

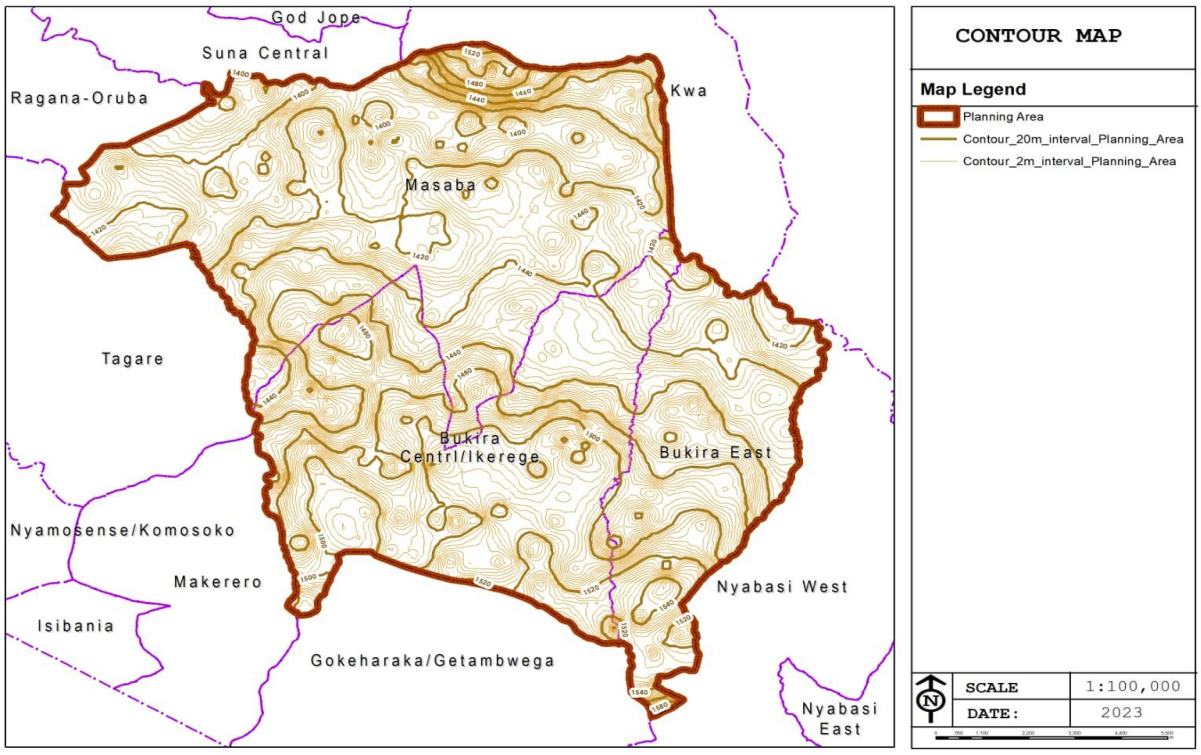

Figure 4: Kehancha Municipality Contour Map

Hibwa to north west, Nyakwiri to the West and Nyamikomo and Nyangutu to the South. Due the gentle sloping nature of the Kehancha, it is favorable for developments.

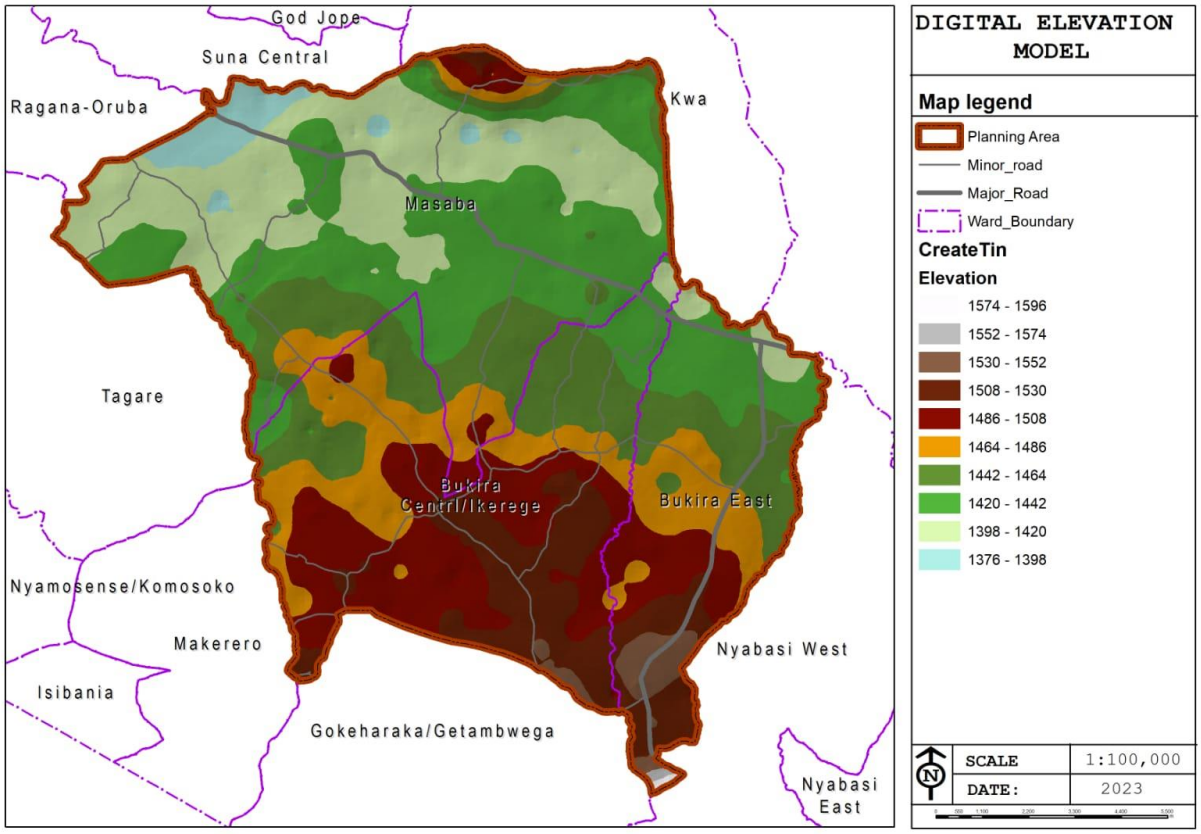

Figure 5: Digital Terrain Model Map

1.4.2 Climate

Kehancha municipality receives significant rainfall ranging between 1000-1600 mm. The mean annual temperature of the Kehancha Municipality varies from 17°C and 28°C. The municipality has a wind speed of 10km/hr and a precipitation of 2%.

1.4.3 Soil and Geology

General Characteristics

Kehancha Municipality is characterized by undulating terrain in most areas. The geology of the town's topography is underlain by 'relatively acid' parent rock and Granite covering most parts of the town. Undifferentiated rocks (Petroplinthlite) consist of the gold belt that traverses the town from the east.

1.4.4 Population and Demographic Characteristics

Kehancha Municipality is found within Suna West Sub-County. It partly covers 3 wards namely; Masaba, Bukira Central/Ikerege and Bukira East and has a population of 82,914.

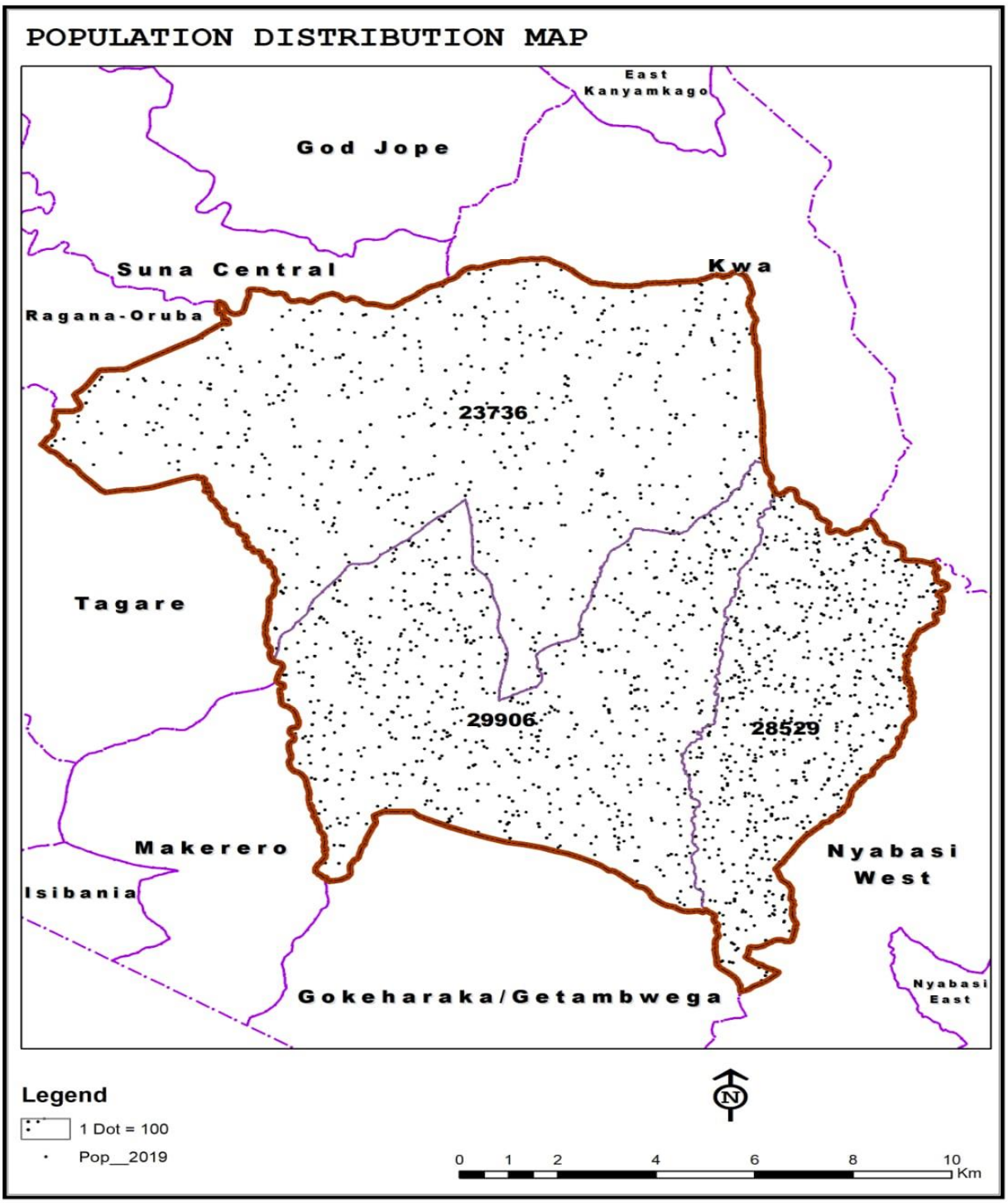

Figure 6: Population Distribution Map

1.5 Social Economic Development

1.5.1 Trade, Commerce and Banking

Kehancha municipality is characterized by both formal and informal commercial activities. These activities include retail shops, bookshops, commercial activities are found within the CBD. Traces of few retail shops are located within the residential areas; away from the core

market establishments. Informal commercial activities are found mainly along the main arterial roads.

1.5.2 Tourism and Conservation

The Kehancha Municipality presents a vast opportunity of tourism prospects offered by the rich Kuria culture that can be commodified and boost in economic development.

1.5.3 Urban Agriculture

Livestock farming, cash crop farming and poultry farming form the main agricultural activities within Kehancha. While cash crop and livestock farming form the major activities, the rest are found in negligible percentages but can be boosted through sensitization and improved technological aspects. Urban agriculture practices are either for commercial, subsistence or both commercial and subsistence use. Agricultural products are stored in granaries, go-downs and in the houses awaiting consumption or transportation to market centres or factories for processing. The following shows market channels employed by farmers to sell their products.

1.5.4 Industrial Sector

The industrial sector mainly entails light manufacturing i.e. Juakali workshops within the KIE in the CBD and the artisanal gold miners. The processing sector entails bakeries, slaughterhouse, milk cooling plants, water bottling. Others include petrol pumps and stations.

1.5.5 Health and Education Services

a. Health Services

Kehancha is served by a number of health facilities including Level IV Hospital, health centers and dispensaries. Further, there are chemists and pharmaceutical establishments which supplement the health sector. Among challenges experienced in the sector include;

i. Inadequate facilities
ii. Inadequate medical equipment i.e., x-rays, CT bed scan
iii. Frequent shortage of drugs
iv. Low staffing levels

b. Education

The different institution categories in Kehancha town are pre-primary, primary, secondary and tertiary institutions. These institutions are either formal or informal institutions.

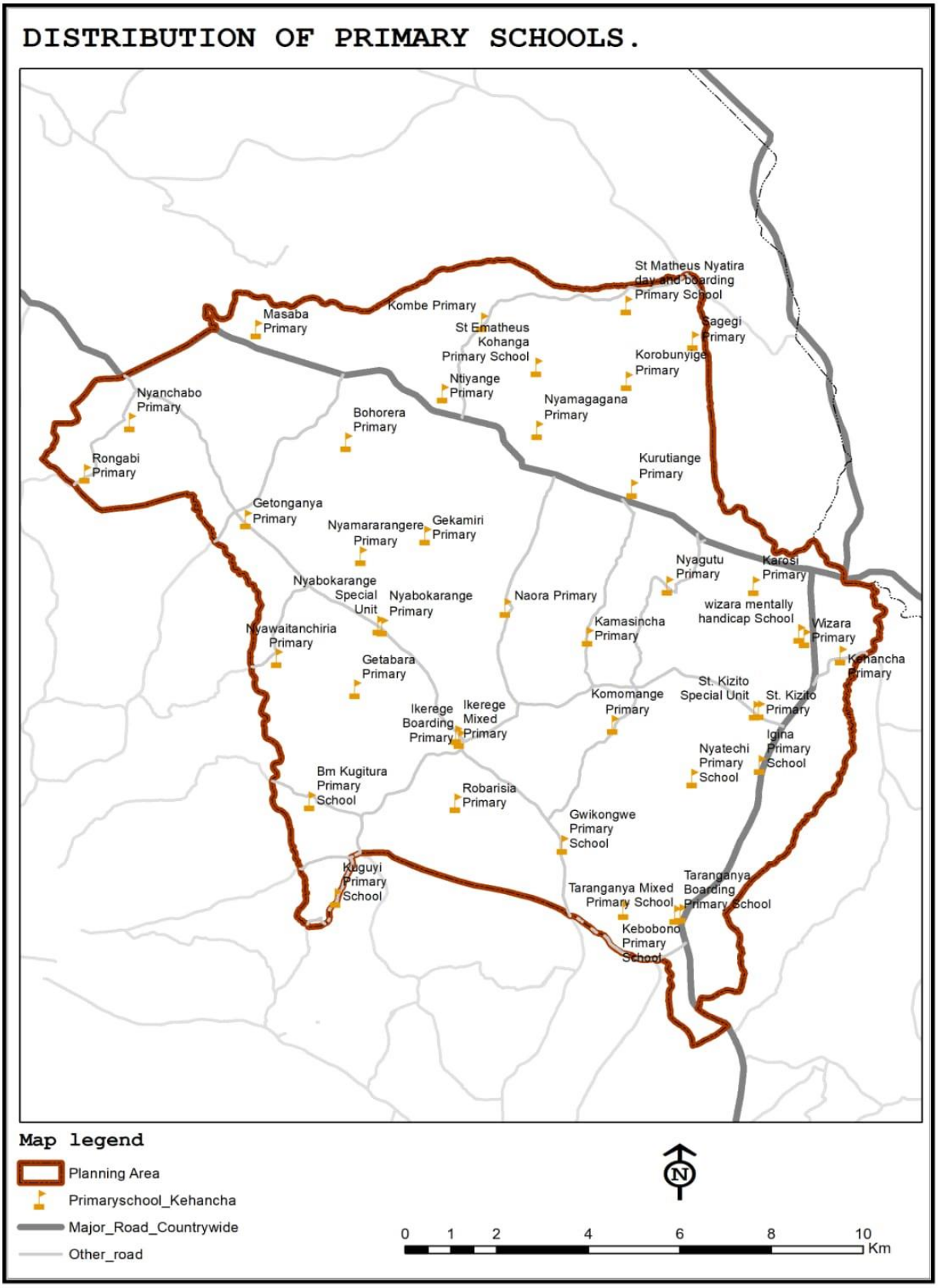

Figure 7: Education Facilities in Kehancha.

Notable challenges facing the education sector include:

i. Inadequate supply of education facilities
ii. Lack of space for expansion of the existing facilities
iii. Low staffing levels
iv. Lack of sensitization on technical training institutions
v. Inadequate technical courses being offered at tertiary level
vi. Harsh climatic conditions especially during dry seasons
vii. Poor infrastructure
viii. Retrogressive cultural practices

1.5.6 The state of security within the municipality

The state and level of security within Kehancha is a function of security administration such as police stations and posts and largely anchored on the town planning maxims.

Kehancha police station enhances security within the town. Other supplementary security administrative stations are found within the municipal precincts such as Ikerege and Masaba Due to population pressure, the town experiences increased informal settlements characterized by poorly lit dead ends prone to crime.

1.5.7 Emergency services and disaster management

The Kehancha Municipality has a fire response service plan, whose centre of operations is within the town administration's offices. The plan is boosted by the German Government through training and facilities (firefighting engines) providing support. 37% of the urban population has access to the fire-fighting services, however, the majority of them are located on distances above 2 km radius.

1.5.8 Recreation and Social Development Centres

Recreation facilities are essential facilities within all urban environments. Apart from being essential breathing areas within the inner-city neighborhoods, they are critical for social development as well as adding the aesthetic value of the town. Recreation facilities within the Kehancha Municipality include playgrounds, stadiums, open spaces, public parks, and community centres. The level of development of these facilities is low, however, efforts are being put in place to improve the existing situation.

1.6 Land and Environment

1.6.1 Overview

The land is the most important of the natural resource required in wealth creation. Rights to land are largely the source of social and political power. Further, these rights offer landowner opportunity to establish adequate shelter which provides protection from unfavorable weather, security, privacy and socio-economic advancement for a better quality of life. Land ownership in the municipality is in two settlement patterns; core-urban and peri-urban/rural settlements. This section outlines in detail land use, land cover, land tenure and suitability which affects development in the municipality.

1.6.2Kehancha Land Use

Kehancha is a town that depicts various land uses. Mixed use developments in the CBD entails commercial, educational, industrial establishments as well as public purpose institutions and public utilities.

1.6.3Land Tenure, Ownership and Land Values

Land is a scarce economic resource and is characterized by various land uses. The land parcels are registered as private and public land with the last being held in trust by the government. Majority of the residents enjoy freehold land ownership rights while the core urban developers are issued with plot cards and are yet to process leases. Within the urban core, land values are highest due to demand and high return uses.

1.6.4 Housing

Housing in Kehancha is majorly by individual effort. Most residents own the houses in which they live in. Other individuals have built houses and put them up for rent. There is no housing schemes done by institutions.

1.6.6 Sources of Water in Kehancha Town

Sources of water Kehancha include streams, wells, springs, and boreholes. There is also piped water supply by MIKUTRA water Co. The water is available from the pipes or at the water point sources. Rivers constitute the highest source of clean water for domestic use in the peri urban areas whereas the urban dwellers mostly rely on the wells for their supply.

1.6.8 Environmental Sensitive Areas

The fragile environmental areas within Kehancha which should be conserved to enhance environmental sustainability include wetlands such as rivers and swamps, ridges and valleys and water catchment areas.

CHAPTER 2: MUNICIPAL INTERGRATED DEVELOPMENT PLAN LINKAGES WITH OTHER PLANNING AND LEGAL FRAMEWORK.

2.0 Preamble

This chapter provides and details the application and linkages of various international commitments, like Sustainable Development Goals and African Agenda 2063, Legal documents which includes; Kenyan Vision 2030, Kenya Constitution 2010, County Government Act and County Integrated Development Plan to the Kehancha Municipality Integrated Development Plan.

2.1 Linkages with Sustainable Development Goals

SDGs are global aspirations to transform the world into a better place by 2030. They provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. This IDeP has taken cognizance of SDGs and both projects and programmes proposed are mainstreamed to the 17 SDGs. This Municipality IDeP is formulated to address SDG 6, 9, 11, 15 and 17.

Goal 6 ensures availability and sustainable Management of water and sanitation for all, this is addressed through projects that are aimed at providing clean water and proper drainage within the municipality.

Goal 9 which is responsible for resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, has been factored in the preparation of this MIDeP where the Municipality has prioritized the development of standard roads infrastructure that will ensure an elaborate road network that sets stage for industrialization.

Goal 11 Make Cities and human settlement inclusive, safe, resilient and sustainable. This IDeP basically looks at developing a municipality that guarantees resilience, sustainability and safety for work, residence and investments.

The protection of the urban environment is a key priority for the Municipality. As part of its role to manage Solid & Liquid waste as well as protect fragile eco systems within the Municipality this plan is consistent to address Goal 15. The plan sets out specific initiatives towards achieving the goals which include the rehabilitation of the rivers, water sources and the conservation and maintenance of recreation of park(s).

A number of projects will be achieved through partnership with national and international bodies hence fostering partnership which is part of goal

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

2.2 IDeP Linkage with the African Agenda 2063

Agenda 2063 is an African Agenda that seeks to deliver on a set of Seven Aspirations each with its own set of goals which if achieved will move Africa closer to achieving its vision for the year 2063. It reflects our desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth are realized, and with freedom from fear, disease and want. This MIDeP has been aligned with the Aspiration 3 and 6 of the Africa Agenda 2063.

The Municipality is subject of building a self-sustainable institution that with structured leadership geared to develop and transform as per goal 2 of Aspiration 3 of a capable institutions and transformed leadership in place at all levels.

The municipality projects and programmes are framed through public and citizen participation thus aligning with developments which are people driven, relying on the potential of African people, especially its women and youth, and caring for children.

2.3 IDeP Linkage with Kenya Vision 2030 and the Big 4 Agenda (MTP 2018-2022)

Kenya Vision 2030 refers to the long-term development strategy for Kenya; it aims to transform Kenya in to a modern, globally competitive, middle-income country providing high quality life to its entire citizen.

To realize vision 2030, it is phased to be implemented in successive five-year Medium-Term Plans. The country currently is implementing MTP 2023-2028 referred to as the Big 4 Agenda. The Big Four Agenda items are: Food security, manufacturing (mainly focusing on job creation in this area), affordable universal health care and affordable housing.

The IDeP is developed and anchored as part of enablers that will enable the country to achieve both vision 2030 and Big 4 Agenda.

2.4 IDeP Linkage with the Kenya Constitution 2010 and Other Legal Frameworks.

This IDeP has been prepared in consistence with Kenya Constitution 2010. According to the Fourth Schedule it outlines the functions of the national and county governments. A total of 14 functions have been devolved to the counties. The main ones include: county planning and development; Agriculture; county health services; control of air pollution, noise pollution, other public nuisances and outdoor advertising; cultural activities, public entertainment and public amenities; county roads and transport; animal control and welfare; trade development and regulation; pre-primary education and village polytechnics; specific national government policies on natural resources and environmental conservation; county public works and services; firefighting services and disaster management; and, control of drugs and

pornography. Emphasis has also been made for the counties to ensure participatory development and capacities are developed at the county and community level.

Five laws which provide the framework for devolution have been enacted, namely: Urban Areas and Cities Act,2011; The County Governments Act, 2012; The Transition to Devolved Government Act,2012; The Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012.

Other laws that are put into consideration when drafting this IDeP to arrive to a functional municipality include the following; the Physical Planning Act Cap 286, which was enacted in 1996 and regulates all physical planning activities in Kenya. The Act give guidance on the objectives and the contents of structure plans, development plans, advisory plans, zoning plans, subdivision plans stipulating the planning preparation and approval processes which has been adopted in the projects.

The Land Acts no 6 of 2012 which provides for the conversion of land from one category to another for the various listed purposes which include land use planning.

Thirdly, the Environment Management and Coordination Act (EMCA) of 1999 which opens a way for substantial public involvement in any major development decisions, which have environmental bearing. The Land use change, shall only be undertaken after Environmental Impact Assessment by an independent body.

The Water Act of 2002 provides for management, conservation, use and control of water resources and for the acquisition and regulation of rights to use water. Further, it provides for the regulation and management of water supply and sewerage services.

The Public Health Act cap 242, the act that makes provision for securing and maintaining the health of public. It sets standards to be observed by people who wish to carry out trade in food stuff and the conditions under which trading should be done.

The Land Control ACT Cap 302, where Kehancha Municipality is located in an agricultural area thus falls within the land control area. The land control board holds significant mandate in matters related to land use, subdivisions, and disposal of agricultural land.

Finally, the Urban Areas and Cities Act no 13 of 2011. Under this act, every city and town are expected to operate within the framework of integrated development planning. The plan will be the basis for service and infrastructure provision.

This Municipal Integrated Development Plan is the first to be formulated by the municipal board to actualize the provisions of the Urban Areas and Cities Act, 2011, Provisions of the 2010 Constitution as well as Public Finance Management Act, 2012. It seeks to provide the basis which will guide the execution of the priority projects and programs within the Municipality.

2.5 IDeP with CIDP

A County Integrated Development Plan is a super plan for the counties that gives an overall framework for development. It aims to co-ordinate the work of both levels of the government in a coherent plan to improve the quality of life for all the people and contribute towards devolution. The county governments Act section 108 outlines the county integrated development plan (CIDP) this outlines the county development goals covering a period of five years.

Kenya's Public Finance Management Act provides that no public funds shall be appropriated outside a county's planning framework. The CIDP contains information on development priorities that inform the annual budget process, particularly the preparation of annual development plans, the annual county fiscal strategy papers, and the annual budget estimates. The Kehancha Municipal IDeP has been drafted and prepared in reference with the Migori County spatial plan and County Intergrated Development Plan.

3.0 MUNICIPALITY STRATEGIC PRIORITIES, PROGRAMMES AND PROJECTS.

3.1 Preamble

The chapter discusses the key municipality development priorities, strategies and programmes, public information, public participation mechanism and projects as identified by stakeholders during the preparation of the County Integrated Development plan (CIDP), 2018-2022.

3.2 Sectorial Strategies

3.2.1 Transport Strategy

The municipality is connected by road and air transport with the road transport as the main mode of transport. Kehancha airstrip is located within the municipality but it's under-utilized. Despite its connectivity, one of the major planning challenges is poor state of the roads and support infrastructure. Congestion, lack of or poor state of pathways for pedestrians and cyclists, non-designated parking, inadequate terminal facilities and lack of pedestrian crossing and traffic lights are some of the other challenges identified. Additionally, encroachment to road reserve coupled with unregulated building practices impacts economic development especially potential investments the municipality attracts. This also makes mobility to the hinterland difficult.

This section highlights the transportation strategies that serve Kehancha municipality and are essential in improving the living standards of the residents. The goal in transportation sector is ***"Provision of quality roads for reliable and efficient movement of people, goods, and services".***

The table below shows the strategies and development projects envisioned to drive the attainment of the desired vision.

PROBLEM	STRATEGY	PROJECTS	ACTORS
The poor state of urban and access roads to the hinterland	Identify and upgrade the main road arteries of the municipality	• Identify ring roads and upgrade to bitumen standard. Roads in the poor state include: Kehancha -Kubinto – Isebania Road, Ikerege - Kurutiyange road, Kehancha – Kendege road, Nyanchabo – Getonganya – Nyabokarange – Ikerege Road, Nyamagagana – Naora Ikerege road and	County Government of Migori KURA KeRRA

		Taranganya – Kubinto - Gwikonge – Kiamakobe – Ikerege road.	
Lack of and the poor state of pedestrian lanes, zebra crossings, service lanes, and fire breaks	Designate and upgrade Road support infrastructure Introduction of non-motorized transit networks	• Clear marking of zebra crossings especially near schools and CBD • Acquire land for decongestion of the current bus termini Installation of road signs at designated areas. • Construct NMT networks	County Government of Migori Donors
Encroachment on road reserves	Securing Public Utility land	• Awareness creation among members of the public. • Demarcation of road reserves and enforcement.	County Government of Migori KURA
Poor Circulation in the CBD	Creation of alternative route.	• Acquire land for future development of Kehancha-pass.	County Government of Migori KeRRA NLC

3.2.2 Local Economic Strategy

Trade, agriculture and commerce are the backbone of Kehancha economy and includes commercial and retail businesses, hotel and catering industry, land and transport industries and agricultural – based industries. These agricultural, commercial and retail activities have coalesced majorly within the central commercial district. Other economic activities are located in commercial nodes along the main transport arteries of the municipality. These are Kiamakobe, Kurutiyange, Masaba, Ikerege, Masaba, Nyanchabo and Kubinto among others. These centres ensure that goods and services are conveniently accessible to the hinterland areas of the municipality. Agricultural prospects occurring in the hinterland surrounding Kehancha municipality boost the economic prospects of the settlement as the municipality serves as a collection hub for the agricultural produce. Kehancha and its peri urban neighborhood are high potential agricultural area.

Urban agriculture practiced within pocket spaces at the urban interiors is mainly for subsistence use and surplus sold for other financial needs at the urban centre. Specifically, residents engage in livestock farming, cash crop farming, poultry, fish farming and beekeeping as the agricultural activities within Kehancha.

To foster objective local economic practices within Kehancha, the overall guiding goal for this sector is **"*To promote economic prosperity through sustainable commercial developments and increased agricultural industrial production*"**.

The Local economic strategies are highlighted below:

Problem	Strategy	Projects/ Action plans	Actors
Poor physical infrastructure e.g., access roads, waste disposal, and power shortages	Improvement of the status of physical infrastructure	✓ Improve road status ✓ Regular waste disposal collection ✓ Regular cleaning of open water drainage channels.	County Government of Migori Private investors
Lack of support infrastructure in designated open-air-markets e.g., shades and sanitation facilities	Modernization of open-air Markets.	✓ Construction of new market shades ✓ New management measures for revenue collection ✓ Modernization of public toilets ✓ Installation of open-air markets and where possible install backup generator.	County Government of Migori Private investors Development partners
Unfavorable building plans in possession by property owners and existing business premises	Strict enforcement of development control guidelines e.g., building regulations	✓ Civic education ✓ Development control -Strict implementation of development control guidelines and enforcement to ensure compliance.	County Government of Migori.
Lack of land use zoning plan to spur investments	Development and adoption of the zoning plan	✓ Zoning plan	County Government of Migori The County Assembly

Lack of access to Markets	Value addition Development and commercialization of Kehancha Airstrip	✓ Development and commercialize the use of Kehancha Airstrip. ✓ Construction of Cooling Plant for milk, fruits, and caning of popular agricultural products. ✓ Empower the business and farming fraternity to start or be members of cooperative societies which will help in exploring markets for produce and capital access.	County Government of Migori Government of Kenya AFC and KCAA Private investors

3.2.3 Residential and Housing Strategy

Investment in the housing sector will require a combination of interventions. In the commercial housing sector, the private sector will take the lead while the authorities will promulgate an enabling environment for the sector to thrive. The government's national slum upgrading program should also be properly coordinated in order to reduce slums proliferation in Kehancha. This is an activity which has minimal budgetary implications to the County Government and can be implemented in the short term, through the provision of enabling environment. The government through the affordable housing programme aims at developing low-cost housing units in the next financial years to boost the housing stock in the region and unsure proper access to affordable and decent housing for the town residents.

Housing sector to be successful, there's need for integration of strategies across municipality planning sectors. This is well supported by the sector goal as defined by stakeholders as **"to promote the development of the municipality through organized municipality planning that provides secure land rights and adequate affordable housing".**

Housing sector strategies

Problem	Strategy	Projects/ Action plans	Actors
Lack of zoning	Zoning plan and regulations	✓ Finalization of zoning plan and strict enforcement of the same. ✓ Regulation of rampant land subdivision ✓ Facilitation of building approval plans and inspections. ✓ Securing public utilities from encroachment and squatters	County Government of Migori National Government

Underutilization of land i.e., idle land within core-urban areas	Housing development	✓ Construction of affordable Housing units	County Government of Migori Landowners Investors Public-Private Partnerships
Lack of public participation on Development decisions concerning the municipality	Urban regulations and awareness creation.	✓ Public awareness of existing zoning and building regulations ✓ Timely review of municipality plan and sector plans	County Government of Migori
Inadequate housing provision	Construct low-cost housing	✓ Undertake suitability assessment such as geological mapping Design housing prototype.	County Government of Migori National Government Private Investors

3.2.4 Social Infrastructure Strategy

The Kehancha municipality core-urban population was estimated to be 28,529 people in 2019 and is projected to be 32,548 by 2025 using the constant annual inter-censual growth rate of 3.2%. To promote equitable development, access to socio amenities should be fairly located for all the residents. Social Infrastructure entails health, education, recreation, governance/administration, and security sub-sectors. Anchored on the national development maxims, these sub-sectors are described below:

Education: Vision 2030 aims at providing globally competitive quality education, training, and research. It aims to reduce illiteracy by increasing access to basic education, improving the transition rate from primary to secondary school and raising the quality and relevance of education. National Spatial Plan proposes to enhance higher education sector by increasing enrolment capacity through provision of land for construction, upgrading, and expansion of existing public institutions including vocation training centres and village polytechnics.

Health: Vision 2030 aims at providing efficient, integrated and high-quality affordable health care to all the citizens through a decentralized national healthcare system. National Spatial Plan proposes a hierarchical approach towards the enhancement of healthcare infrastructure through assessment of the existing facilities in terms facilities and equipment to determine the gaps (based on the level) and systematic upgrade based on the needs.

Governance, administration, and security: Vision 2030 provides for improved planning, prioritization and coordination of development through devolved government. It also provides for security of all persons and property throughout the country by enacting and operationalizing necessary policy, legal and institutional framework around security, peace building and conflict management.

Recreation, tourism, cultural services, and sports: Tourism has been identified as a key sector in achieving vision 2030. National Spatial Plan puts the county under the rift valley and western tourist circuit whose potential in cultural and agro-tourism is still under-utilized. In order to achieve a socially inclusive and quality urban fabric, the Sectoral goal was formulated for Kehancha **"to be a self-sufficient urban society that promotes social inclusiveness and improved livelihoods".** Achievement of this goal is anchored on the implementation of the various action plan through various identified strategies below.

Social Infrastructure Strategy

Problem Actors	Sub-Sector	Strategy	Action plans /Projects	Actor
Low stocking of cultural artefacts and marketing of cultural prospects	Culture and Heritage	Identification and gazettement of cultural and heritage areas.	✓ Gazettement and preservation of cultural sites. ✓ Awareness creation of preservation of culture	County Government of Migori National Museum of Kenya
Poor and inadequate infrastructure	Health Education Tourism	Provision of quality-built infrastructure	✓ Provision of quality-built infrastructure	County Government of Migori National Government
Low staffing levels and Frequent industrial strike	Health Education	Improve Human resource management i.e., Rationalize salaries based on skill and services rendered	Assessment of skills and staffing needs Employment of staff	County Government of Migori
Adequacy of courses and lack of sensitization on technical training institutions	Health Education	Promote quality skills development in the county	✓ Review of courses offered versus market demands. ✓ Upgrade facilities available for technical course training	County Government of Migori

One incomplete Stadium	Sports and recreation	Completion of Stadium and support facilities		✓ Completion of the Kehancha stadium to provide a better training environment for sports and recreation ✓ Provide support incentives to upcoming sportsmen/women	County Government of Migori National Government
Lack of library and research services and stations	Culture and Heritage	Development of research and Library Services		Development of research centre incorporated with ICT for access to online material	County Government of Migori National Government
Inadequate Emergency Services	Health	Provision of emergency services		✓ Acquisition of land fora new cemetery Designate areas for smoking zones ✓ Provide working firefighting infrastructure	County Government of Migori
Increased crime and insecurity	Administration	Improve security		✓ Registration of all 'Bodaboda' operators ✓ Increase street lighting and night police patrols	County Government of Migori
Uncoordinated municipality management	All	Develop through legislation a management plan for Kehancha municipality		✓ Establishment of municipality management board ✓ Allocation of municipality management budget	County Government of Migori National Government

3.2.5 Water and Sewer Development Strategy

Kehancha municipality has earned the dubious distinction due to filth in the urban centre. This has caused investors to shy away because of poor sanitation due to lack of a sewerage system, absence of a dump site and water Scarcity. The Government in partnership with development partners needs to improve the drainage system, find a dumpsite and set up a sewerage system. Kehancha Municipality and its environs are supplied with water from the MIKUTRA water in coordination with the County Department of Water. The available water is 2000 m^3/day. The water demand for Kehancha town is 6750m^3/day. This implies that the water supplied is insufficient for the municipality residents. From this, many urban and peri urban settlements remain unserved or under-served. The proposed Kehancha Phase II water supply comprises

extensions to serve the areas surrounding Kehancha municipality and the hinterland that is about thirteen kilometers from Kehancha town CBD.

The proposed extensions seek to increase the water supply utilization by serving the expanded supply area. The target supply areas under Kehancha Phase II project are Kubinto, Nyabokarange, Kiamakobe, Getonganya and Nyanchabo the Airstrip areas.

Sector goal to drive the clean water distribution and wastewater management through sewerage treatment system was formulated as **"creation of effective and efficient infrastructure facilities and utilities within Kehancha"**. To support this goal, the following sector objectives were outlined;

- Afforestation and promoting good farming practices.
- Construction of water reservoirs in areas not serviced currently
- Acquisition of way leaves to cater to the fast-growing municipality
- Fast-tracking of construction of a sewer system
- Protection of major catchment area by responsible waste disposal by residents

The strategies to address the water and sewer concerns;

Soil erosion caused by poor farming practices

- ❖ Regular upgrade and maintenance of the existing water distribution infrastructure
- ❖ Densification of storage facilities and water reticulation network
- ❖ Develop a Spatial Network of water distribution for better management
- ❖ Construction of sewerage plant and/or provide alternative sewer disposal mechanism

The following matrix presents the proposals to address the above-mentioned concerns;

Water Distribution and Sewer Strategies and Proposals

Problem	Strategy	Action plans /Projects	Actors
Worn out Water reticulation infrastructure	Regular upgrade and maintenance of the existing water distribution infrastructure	Backup and/or upgrade to the old water pump Replacement of water distribution pipes at the end of their design life	County Government of Migori MIKUTRA
Inadequate Water distribution network	Densification of storage facilities and water reticulation network	Construction of storage tanks and connecting to the existing network to access water within the municipality	County Government of Migori MIKUTRA
		Booster pump station at Kendege to deliver water to the lowest area of the	County Government of Migori MIKUTRA.

		municipality and to Masaba and Kubinto storage tank	
Poor distribution mechanisms	Develop a Spatial Network	Intensify water distribution within the catchment area of each storage tank Use quality pipes for water Distribution	County Government of Migori MIKUTRA
Lack of sewerage system	Construction of sewerage plant	Construction of sewerage system and treatment works Re-siting and proper waste disposals at Kehancha and slaughterhouses	County Government of Migori
Poor solid waste disposal systems	Provision for site for dumping.	Acquisition of dumping site and strict enforcement of solid Waste disposal mechanism Quarterly environmental cleanup and creation of public health awareness Segregation of wastes at source Zoning of waste management areas.	County Government of Migori NEMA Public Institutions in Kehancha

3.2.6 Environmental Protection and Conservation Strategy

Environment and natural resources are valuable assets that must be sustainably used by the current and managed for future generations. The natural resources include forests, surface and ground water, air, sunlight, and minerals while the environment is the totality of the surrounding including the physical features.

The status of the environment in the county is threatened by unsustainable land uses and drastic effects of climate change. Nonetheless, the environment and natural resources offer a wide range of benefits and opportunities for county and national economic development. Sector goal to drive the environmental protection and conservation sector was formulated as "***To advocate for environmental sustainability through proper utilization of the available natural resources"***. To support this goal, the following sector objectives were outlined; Afforestation and promoting good farming practices

- Economic development and conservation of ecologically sensitive areas
- Civic education on environmental conservation and protection
- Proper siting of slaughterhouses and waste collection and disposal sites
- Land use planning through legislation, adjudication, and enforcement
- Sustainable utilization of natural resources.

Problem	Strategy	Action plans /Projects	Actors
Encroachment into Ecologically Sensitive areas	Identification of Ecologically sensitive areas and designation as conservation areas Development of Eco-Tourism as a revenue earner to the area Enhancing environmental education.	✓ Protection of gorges and scenic areas by restricting physical Developments ✓ Afforestation and protection of endangered species ✓ Protection and enhancing monitoring management wetlands. ✓ Protection of riparian areas within river Hibwa and Nyangoto.	County Government of Migori WARMA NEMA Members of the Public Private sectors
Lack of sewerage system	Assessment of need for a waste treatment site	✓ Undertake feasibility study for ecologically sensitive area and rivers/streams. ✓ Fast track implementation Kehancha sewerage systems.	County Government of Migori Ministry of Lands and Urban Development
Poor disposal of solid wastes	Minimize the amount of waste that is generated Introduce reuse and recycling programmes	✓ Demarcation of identified solid waste disposal point in Kendege. ✓ Map and clearly label all solid waste collections and disposal points. ✓ Construction of Landfill ✓ Provide segregated waste disposal bins	County government of Migori NEMA Business Owners/Retail outlets Volunteers
Pollution	Identification of the pollutants/polluters and enforce polluter pay principle Identification of natural drainage channels	✓ Development of a system to oversee and check pollution ✓ Opening and regular cleaning of drainage channels. ✓ Appropriate Siting Slaughterhouses and adoption of proper waste disposal measures.	County Government of Migori NEMA Ministry of Environment and Natural Resources Private investors
Lack of considerations of the environment during	Involvement of NEMA in Development Approvals.	✓ Circulation of application, ✓ Change of Use, Subdivision, building plans to include NEMA and	County Government of Migori NEMA Private investors

development approvals			municipality Administration	

3.2.7 Governance and Administration Strategies

Objective: To provide a basis through which the Kehancha Municipality stakeholders will interact and provide a platform for use of resources by mainstreaming citizens in the management. The Constitution of Kenya 2010 ushered in new Governance systems with devolution taking centre stage. The management of counties and urban areas were devolved with the main aim of improving service delivery and bringing governments close to the citizens. The core foundation of the constitution is founded on citizen participation and equity in accessing services. A number of core services were devolved including management of urban areas, street lighting, local access roads maintenance, drainage works, and pre-primary education among others.

There are various acts of parliament dealing with decentralization of services. The Main law dealing with management of urban areas is the cities and urban areas Act 2011. Creation of Kehancha Municipality management board is envisioned to enhance coordination of agencies within the municipality and provide better service delivery. This board will have membership representation from professional bodies, Informal sector, civil society organizations etc.

The Urban Areas and Cities Act, 2011 provides that a municipality board should be comprised of 9 members.

Appointment of the board will be able to spearhead the following for better service provision to the residents;

i. Source for funds to run the municipality. Funds can be generated through allocation through county budgets and revenue collection. Revenue is generated from business license fees, parking fees, fines and rates on land, rental income, grants, and national government allocations.
ii. Seek secondment of staff on need basis from other departments to boost its operations.
iii. Coordinate with security agencies to boost livability of Kehancha municipality.
iv. Enhance public participation in Kehancha Governance through centralization of activities. This will enhance openness and accountability on financial matters in the administration of public finances. The board will be able to involve lobby groups in municipality management e.g., Jua-Kali, Expert professionals, Transport SACCOS,

Chamber of commerce, Market groups etc. as they are among primary beneficiaries of a well-managed municipality.

v. Public meetings at least among all stakeholders in the municipality management and affairs to ensure public input in issues licensing is key.

Governance strategy.

Problem	Strategy	Action plans /Projects	Actors
Lack of coordination of municipality activities.	Improvement of Municipality Management	Creation of a Municipality Board. Transfer of functions to Kehancha municipal board Allocation of Budget for Municipality management Secondment of staff to municipal Board. Creation of office space from existing County offices	County Government of Migori
Low levels of public participation	Encourage public participation in decision making	Create public awareness of the role of the public in the Municipality development agenda Train County staff on conducting a stakeholder meeting	County Government of Migori National Land Commission National Government
The inability of the Municipality to fund its activities	Improve revenue collection Source external funding through partnerships	Mapping of revenue streams and adoption of digital methods of revenue collection Digitization of revenue collection Acquire a unified financial management system Enhance financial management. Make laws to ensure transparency and accountability	County Government of Migori
Lack of capacity to provide constant and regular services	Improve service delivery and performance	Capacity building staff members by training. Provide equipment and tools for development control.	County Government of Migori National Land Commission National Government

Inadequate infrastructure	Development of physical and social infrastructure	Drainage improvement and unclogging of blocked channels. Opening and maintaining access roads. Provide public open spaces. Provide nursery schools.	County Government of Migori National Land Commission National Government
Inadequate traffic management strategies	Improve traffic flow and reduce abstraction on roads	Provide public parking spaces Train staff on traffic management	County Government of Migori National Land Commission National Government
Dilapidated public assets	Maintenance of public assets public assets such as markets	Practice and make budgets for financing repairs of public assets such as fire engines and departmental vehicles	

3.2.8 CBD Detailed Development Plan/Strategy

The improvement plan for the central district of Kehancha aims at imparting new life to the inner urban neighborhoods through:

- Opening up access roads and forming an integrated transport system.
- Spurring urban growth through Transport Oriented Developments on major trunk nodes and linear developments on the main access paths.
- Encouraging mixed-use development as a measure of ensuring maximum economic growth and available resources.
- Ensuring providence of public open spaces for recreation purposes as well as creating micro-climate condition to reduce impacts of urban heat island.

3.2.9 CBD transport improvement plan/strategy

To ensure transport integration, roads have been classified according to level of service delivery intended. These are:

- **Main road**. Involve the C13 main link road from Migori to Kehancha to Lorgorian and eventually to Mai Mahiu and Nairobi and main access route traversing the central district. This road forms the major linear development. It is the main route for public transport. The road measure 40 M wide and 21M respectively.

- Major roads. Second in the hierarchy, together with the main highway, these are ideal for a city tram route, connecting the core urban centre to the immediate satellite nodal urban establishments.

3.2.10 CBD Recreation Plan

The recreation component of the Kehancha CBD is comprised of green open spaces clearly delineated as part of the larger recreational land use or as pocket paces within the core urban highland, Streets and other access paths form part of the public open spaces which add to the overall recreational phenomenon of the urban settlers.

This can be achieved through capitalizing on parking areas and building frontages as walkways during normal business days. Special occasions can lead to road conversions to be used for recreational purposes such as street carnivores and "public barazas". Interconnectivity of the major recreational open spaces within the urban set-up should form the main nature trail. It should from the Nature Park beside the Kenya Forest offices to Kehancha stadium all the way to Getonganya and to Ikerege give a sense of natural environmental interconnection. This is further supplemented by linking the nature trail to walkways along roads traversing the inner urban neighborhoods. Along the main roads, these walkways extend to boundaries beyond the CBD to the fringes creating a sustainable transport scenario for integration of non-motorized modes of transport especially walking.

3.2.11 Development Control Strategy

Developments need an application for issuance of development permit that provides information to the assessment personnel about the proposed development. Depending on the type of development proposed, the application may require information about what the development will look like when complete, the materials to be used, and any impacts on the surrounding environment. Types of development that need a development application include:

a. Building Plans approval;
b. Alterations and additions to existing buildings;
c. Demolition of dwellings,
d. Change-of-use
e. Extension of use
f. Extension of lease
g. Subdivision & Amalgamation of land
h. Land readjustments
i. Outdoor Advertising and signage
j. Regularization of existing developments

Key Considerations for development application

Consideration of development applications made to the County Government will depend on the analysis of the application made, below are some of the things to consider.

a. County's requirements

Local physical and land use development plans (LPDPs), Zoning plans, by-laws and related policy documents. Each policy document contains requirements in the form of guidelines and/or objectives. These are geared to minimize adverse impacts and maximize positive benefits for the community.

a. The site and neighboring properties

Keen interest will be given to the site constraints and opportunities and likely impact on neighborhood.

b. Consultants

Suitable design professional such as architect (for building plans), physical planner (for change of use, subdivisions, extension of lease, outdoor advertisement etc.), environmental expert (for environmental impact assessment, audit etc.). In all these submissions no consent will be given where professionals are not involved. d. Plans and Drawings

The type of plans required will vary depending on the type of development. If proposal is not covered by any of the development types at the left of the Plans Matrix, inquiry should be made at the Planning Department.

NB//All development procedures, processes and controls are detailed in the approved Migori County Finance Bill and the Kehancha Annual Urban Investment Plan.

Kehancha Municipality Development Approval Matrix

(Submission by A - Architect P – Planner	Change of use(P)	Subdivision(P)		Extension of use (P)	Amalgamation (P)	Boundary/Roads adjustments (P	Amendments of approved developments (P)	Development Regularization (P)	Outdoor Advertising (P)	Extension of lease (P)	Land use plan	Duplicate copies	Building plans (A)
Ownership documents	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Planning report	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		
English Newspaper	✓	✓			✓	✓		✓			✓		
Swahili Newspaper	✓	✓			✓	✓		✓			✓		
Site Notice	✓			✓	✓	✓		✓			✓		✓
Location &Site plan	✓	✓		✓	✓	✓	✓	✓	✓	✓			✓
Contours data		✓				✓	✓				✓		
Colour coding		✓			✓	✓	✓				✓		
Linen copy	✓			✓									
Pictorial illustration		✓					✓	✓					
Traffic management plan											✓		
schemes/Plans		✓				✓	✓	✓			✓		✓

CHAPTER 4: IMPLEMENTATION FRAMEWORK.

4.1 Introduction

This chapter discusses the implementation framework that will be followed in implementing the Kehancha Integrated Development Plan, these includes, Institutions responsible for the actualization of the plan, resource requirement and mobilization. It also highlights the stakeholders in the municipal establishment, the roles that they will play and how their functions will be accommodated to avoid duplication of efforts and hence fulfilling the set Goal and objectives within the set time frame

4.2 Institutional Framework

4.2.1 County Government of Migori

Subject to the Constitution, the Urban Areas and Cities Act and any other written law, the Board of the Municipality shall within the boundaries of the Municipality exercise authority as delegated by the County Executive Committee. The Constitution 2010 and the Urban Areas and Cities Act, 2011 outline the basic organizational chart for the county government. As such, the organization flow chart shown herein under is informed by the two laws, which laws sought to achieve timely and efficient implementation of the municipal policies, projects and programmes thus avoiding duplication of roles and functions.

Urban Areas and Cities Act, 2011 established various stakeholders to operationalized Kenya National Urban Development Policy (NUDP) whose broad objectives are directed at facilitating and enhancing the role and contributions of urban centres in national socio-economic development. The Policy is envisaged to strengthen the governance, development planning, urban investments, and delivery of infrastructure services and also substantially contribute towards poverty reduction, economic growth and faster realization of Kenya's Vision 2030. These stakeholders include County Executive Committee, Municipal

Board, County Assembly and Municipal Board Committees

4.2.2 Migori County Executive Committee

The executive authority of the county is vested in and exercised by the County Executive Committee (CEC). The CEC comprises of the Governor as the chairperson, Deputy Governor, County Secretary

and ten County Executive Committee members (CECM) appointed by the Governor with the approval of The

County Assembly (CA). The main roles of the CEC are to implement county legislation, implement within the county national legislation to the extent that the legislation requires, manage and coordinate the county administration and its departments.

In addition, the CEC may prepare proposed legislation for consideration by the county assembly as well as provide the county assembly with full and regular reports on matters relating to the county. CECM will be the policy makers as well as coordinate the implementation of development projects and programmes that fall within the jurisdiction of the county. Urban Areas and Cities Act, 2011 provides that the municipal board affairs to be channeled to Executive Committee through CECM for Lands, Housing and Urban Development

4.2.3 County Assembly of Migori

The County Assembly is the legislative arm of the county government and is responsible for making laws that are necessary for the effective performance of the county functions in the fourth schedule of Kenya Constitution 2010. County assembly will also exercise oversight over the county executive committee and any other county executive organ. County assembly will receive and approve development plans, policies, financial bill, and enact county appropriations, approve budget estimates and county government borrowing.

The County Assembly will therefore play an important role in ensuring that the intended objectives and principles of an Urban Area as enshrined in the UACA, 2011 are achieved through consultative and participatory process as well as encouraging accountability and in the implementation of the MIDP the County Assembly will be responsible for approving the policies that are aimed at developing Municipality hence their role is of critical importance

4.2.4 County Public Service Board

The functions of the County Public Service Board shall be, on behalf of the county government to establish and abolish offices; appoint persons to hold or act in offices; confirm appointments; exercise disciplinary control over, and remove, persons holding or acting in those offices as provided for under County Government Act, 2012. It also advises county government on implementation and monitoring of the national performance management system in counties; make recommendations to the Salaries

and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.

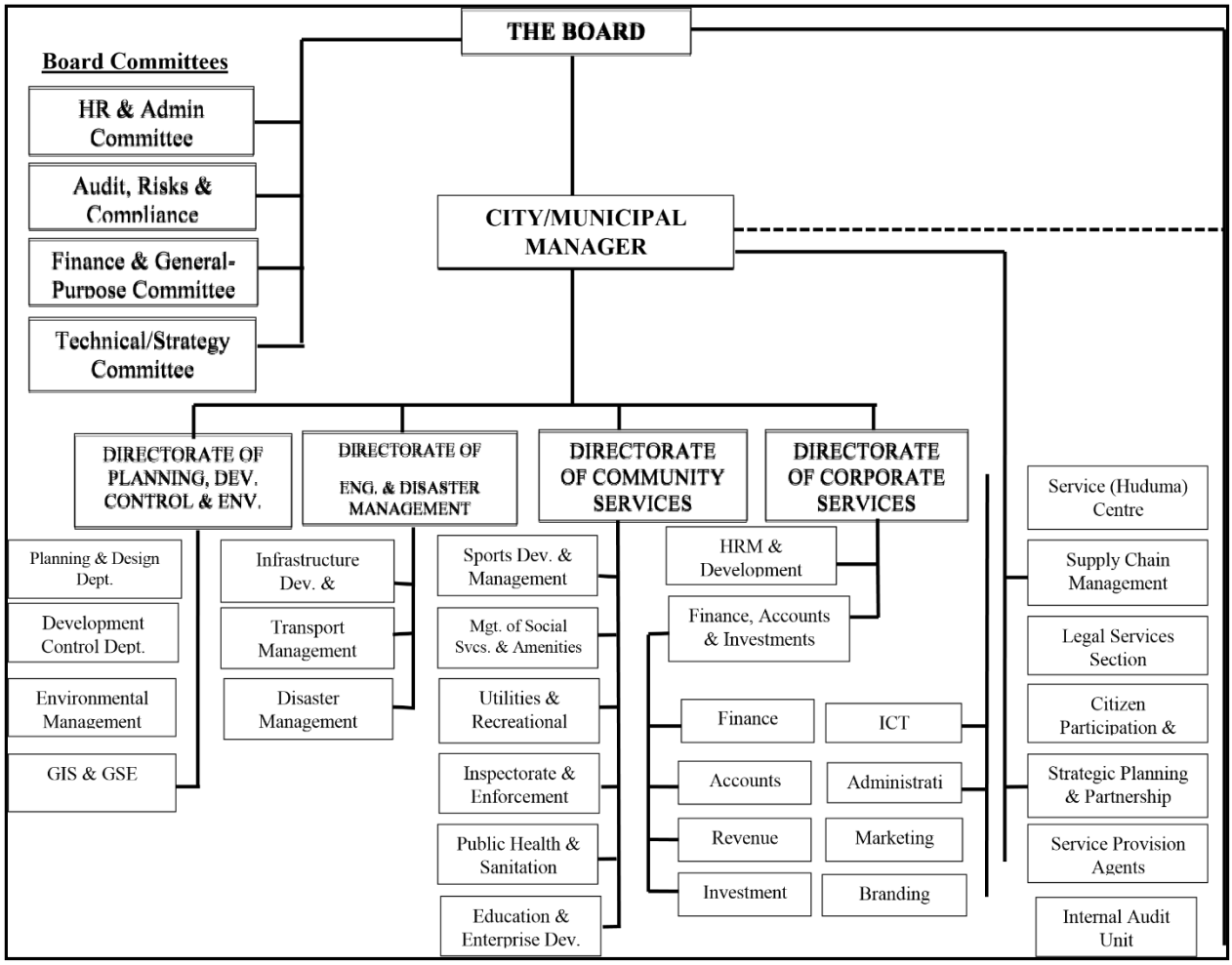

Figure 8:Kehancha Municipality Organogram

4.3 Stakeholders Analysis

The place for stakeholders in the implementation of this IDeP is very central towards the development agenda of the municipality. The Municipality of Kehancha intends to adopt a participatory approach of governance as anchored in the law for the next five (5) years in the identification, prioritization and social audit of the programmes and projects in this IDeP. The table below illustrates the various stakeholders and their roles;

Stakeholders Analysis

Stakeholders	Roles
County Government	• Policy direction • Secondment of qualified personnel • Provision of Offices and equipment's • Establishment of Municipality • Appointment of Board Members • Appointment and employment of Municipal Manager • Provision of Funds
County Assembly	• Legislating on issues affecting the municipality • Budgetary Allocation and Approval • Vetting Board Members • Oversight role
National Government	• Provides policy direction, financial resources and technical support • Capacity building • Legislation of laws that safeguard the interest of the County • Policy direction • Secondment of qualified personnel
Judiciary	• Enforcement of the law • Provision of staff to municipal court
Other County Governments and Municipalities	• Collaboration on political and social economic development • Knowledge and information through Benchmarking

NGO and Civil Society Chambers of Commerce	• Support capacity building • Taking care of street children • Taking care of neglected HIV Children • Support and promote business
Private Sector and Financial Institutions (e.g. Total Petrol Stations, Commercial Banks, SACCOs)	• Partner with government to invest and provide capital to drive development in the sector Corporate Social Responsibility
Development Partners (World Bank)	• Liaison in formulation of sector policies • Support sector development programmes and projects • Capacity building • Create linkages with international donors
Education, Governance and Research institutions	• Capacity building • Conducting research
Government Agencies/ State Actor	• Mapping of investment opportunities \ • Capacity building • Product development • Regulation and licensing • Provision of trade and industrial development credit

Figure 9: Stakeholders Analysis

4.4 Resource mobilization framework

4.4.1 Sources of Revenue

4.4.1.1 Equitable share

This is from the shared national revenue as provided for in Article 202 and 203 of the constitution. The county receives part of the constitutionally approved share from the consolidated fund as proposed in the Budget Policy Statement, recommended by CRA and approved by The National Assembly.

4.4.1.2 Additional resources

In addition to the equitable share of revenue, the County Government is also expected to get additional resources from the following sources:

- Conditional and unconditional allocations from share of the national government as contemplated under Article 202(2) of the Constitution.
- Own revenues from specific county revenue raising measures through imposition of property taxes, entertainment taxes, as well as any other tax and user fees and charges as authorized to impose.
- Borrowing provided national government guarantee is obtained as well as the approval of the County Assembly. This will only occur if the funds will be applied to development activities.
- Grants and donations from development partners in accordance with section 138 and 139 of the Public Finance Management Act, 2012 and Public Finance Management Act (County Government) Regulations, 2015.

4.4.2 Resource Gap and Measures to Address

In an attempt to bridge the resource gap by attracting potential investors, the county government will review its policies to significantly reduce the time and cost of doing business, thus improving the overall business environment.

The municipality will explore Public-Private Partnership (PPP) arrangement as well as engage the donors to cover the existing funding gap in road improvement and maintenance; Construction of affordable housing in county estates and the management of solid waste

4.5 Citizen Engagement

The Kehancha Municipal Board will seek to utilize the various levels of participation, that is, the government is committed to the promotion of consultation, partnership and citizen control models of participation. The board will promote and ensure people-centred and people driven development as anticipated by the constitution and Urban Areas and Cities, Act 2011. It will continuously strive to

create an enabling environment for citizens to be involved in and participate in the development of policies from the initial stages. As a result, the board adopts the following forms of public participation:

- **Informing** the citizens by providing information to help them understand the issues, options and solutions. Information about the municipality will be publicly available on the Municipality Website.
- **Consulting** with the citizens to obtain their feedback on alternatives or decisions.
- **Involving** the citizens to ensure their concerns are considered throughout the decision-making process particularly in the development of decision criteria and options.
- **Collaborating** with the citizens to develop decision criteria and alternatives and identify the preferred solutions and
- **Empowering** the citizens by placing final decision-making authority in their hands.

Participation in all fora and development committees is purely voluntary and no benefit whatsoever shall accrue to members because of their engagement

4.6 Public Information

Access to information is fundamental in a society that is governed by the rule of law. According to the Constitution of Kenya, 2010, access to information is a right to be enjoyed by all Kenyans. Access to timely and accurate information provides individuals with the knowledge required to participate effectively in the democratic processes in any democratic society. Access to information fosters openness and transparency in decision-making.

Kehancha Municipality seeks to maintain and enhance high quality service delivery. The municipal board is committed to being responsive to the needs and concerns of its customers and stakeholders.

Information relating to the Kehancha municipality will be published and linked to Migori County Website https://migori.go.ke/ , official Social Media handles and on public notice boards.

The Municipality will also maintain an e-mail and postal address which will serve as a channel of communication by the residents.

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

This chapter outlines the rationale for a robust municipality monitoring and evaluation system, as well as highlighting the key outcomes for the various programmes and the desired targets for the planned period. The municipality will ensure that there is clear linkage between this IDeP and other plans for

effective tracking of progress towards achievement of projects and programmes. The targets set in this plan will be aligned to the relevant county departmental level and further to individual work plans annually. Therefore, the focus of county departments' indicators and targets will be alignment to the municipality's long-term direction. Monitoring and evaluation forms part of the Performance Management Framework, which encompasses setting performance indicators, measuring them over time, evaluating them periodically and finally, making course corrections as needed.

5.2 Rationale for County Monitoring and Evaluation Framework

The Municipality monitoring and evaluation framework will facilitate the municipal board to assess if the policies, programs and projects are implemented according to the planed timelines and targets. The M&E results will be helpful in providing feedback to citizens and resource allocation. Through the monitoring and evaluation system, the municipal board aims to establish: an understanding of monitoring and evaluation issues; create harmony in understanding expectations on results from various actors; enhance culture of focusing on results; clarify roles and responsibilities and also advance the institutionalization of monitoring and evaluation in service delivery. The Municipal board will ensure that this framework will be translated into M&E practices that support public participation, planning, budgeting, delivery, policy development, oversight, reporting and other governance related processes. Further, the transparency and accountability agenda will be advanced through the generation of sound information – to be used in reporting, communication and the improvement of service delivery

5.3 Data Collection, analysis and Reporting

The municipality will establish a monitoring and evaluation unit that will be responsible for data collection, analysis and reporting on projects and programmes implementation. The unit will be strengthened through staffing and continuous training to execute its mandate. There will be a designated officer in every key result area in the municipal projects and programmes. The data collected at the key result areal will be submitted to the municipal monitoring and evaluation unit for analysis, compilation and presentation. The municipal monitoring and evaluation unit will conduct regular surveys to ensure the available data is accurate, authentic and up to date. The data will then be analyzed to inform decision making in planning and budgeting.

There will be establishment of a Municipality Monitoring and Evaluation Committee (MM&EC) that will spearhead monitoring and evaluation activities at the municipality. At the county level, the monitoring committee will continue to build the capacity of departments and agencies on monitoring and evaluation. This will ensure that monitoring and evaluation activities are carried out on a continuous basis and the reports are accurate and reliable.

5.4 Legal basis for the County Monitoring and Evaluation framework

The Constitution of Kenya 2010 requires that governments use monitoring and evaluation mechanisms as an integral part of developing and executing government policies, programmes and projects and in resource allocation and management at the two levels of governments.

The County Government Act 2012 requires the county executive committee to design performance management plan (with objective, measurable and time bound performance indicators) to evaluate performance of the county public service and the implementation of county policies. The urban Areas and Cities Act 2011, requires that a Municipal Integrated Development Plan should have key performance indicators and that the annual county budget be informed by the performance targets of the municipality. The IDeP should provide clear input, output and outcome performance indicators. These requirements are in line with those of the Public Financial Management Act 2012 that requires the municipalities to prepare annual development plans that detail programs to be delivered including measurable indicators of performance where feasible; and the Public Service (values and principles) Act 2015 that requires every public institution develop mechanisms for monitoring and evaluating the effectiveness of public service delivery

5.5 Project Monitoring and Evaluation Framework

The implementors of the projects basically include the National and County governments and the private sector, with the help of development partners. The national government is represented by various institutions including but not limited to ministries, departments, authorities, Semi-

Autonomous Government Agencies, and parastatals. The private sector is on the other hand made up of institutions and individuals. NGOs, CBOs and Faith Based Organizations are also potential implementers and financiers of the project

5.6 Project Implementation matrix

SECTOR	PROJECT NAME	LOCATION	COST (KSHS)	ACTORS	TIMELINES
Recreation	Construction of kehancha stadium	Kehancha Municipality	15M	MCG NG Development Partner	2023-2028
	Acquire land for an open space/recreation park within the CBD.	Kehancha Municipality	25M	MCG NG Development Partner	2023-2028
	Development of nature trails and walkways	Kehancha Municipality	15M	MCG NG Development Partner	2023-2028
	Establishment of a recreational park at Kendege	Kehancha Municipality	15M	MCG NG Development Partner	2023-2028
	Beatification and planting of ornamental trees within the Kehancha town, Ikerege and Masaba town.	Kehancha Municipality	5M	MCG NG Development Partner	2023-2028
Environment& Conservation	Undertake an environmental inventory demarcation, and delineation of all environmentally sensitive areas within the municipality	Kehancha Municipality	5M	MCG NG Development Partner PPP	2023-2028
	Preparation of a protection and conservation mechanism for all environmentally sensitive areas. i.e. a management plans	Kehancha Municipality	2M	MCG NG Development Partner PPP	2023-2028

	Support community conservancies within the municipality	Kehancha Municipality	20M	MCG NG Development Partner PPP	2023-2028
	Carry out afforestation and re-afforestation of land under forest cover.	Kehancha Municipality	5M	MCG NG Development Partner PPP	2023-2028
Social utilities and amenities.	Provide adequate water and electricity: Kehancha, Nyamagagana,Masaba,Getonganya, Komasimo, and Ikerege health facilities	Kehancha Municipality	20M	MCG NG Development Partner PPP	2023-2028
	Beef up street lighting and floodlights along major roads &centres and PSV terminals in Kehancha, Taranganya,Kubinto,Gwikonge,Ikerege,Kiomakebe ,Komasimo and masaba	Kehancha Municipality	100M	MCG NG Development Partner PPP	2023-2028
	Supply the health facilities with required equipment in Kehancha Health Centre and Komomange,Robarisia,Kubinto and Taranganya Dispensary.	Kehancha Municipality	40M	MCG NG Development Partner PPP	2023-2028
	Modernization of Disaster management	Kehancha Municipality	40M	MCG NG Development Partner PPP	2023-2028

	Construction of a Fire-station in Kehancha town	Kehancha Municipality	15M	MCG NG Development Partner PPP	2023-2028
	Mapping of revenue streams and adoption of digital methods of revenue collection	Kehancha Municipality	5M	MCG NG Development Partner PPP	2023-2028

	Purchase of 5-acre piece of land for the cemetery	Kehancha Municipality	20M	MCG NG Development Partner PPP	2023-2028
	Provide titles for the 10 ECDs, 40 primary schools, 6 secondary schools, and the 2 polytechnics	Kehancha Municipality	5M	MCG NG Development Partner PPP	2023-2028
Transport	Upgrade to bitumen Taranganya-Gwitembe-Ikerege road (7 km)	Kehancha Municipality	140M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen Ikerege-Getonganya road (2km)	Kehancha Municipality	60M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen Nguku-Kiamakebe road (2.6 km)	Kehancha Municipality	82M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen Karosi-Nyamagagana - Kurutyange (2.0km)	Kehancha Municipality	60M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen Getonganya-Nyabokarange road	Kehancha Municipality	60M	MCG KeRRA KURA KeNHA Development Partner	2023-2028

	Upgrade to bitumen Kurutyange -Nyatechi road	Kehancha Municipality	150M	MCG KeRRA KURA KeNHA	2023-2028

				Development Partner	
	Upgrade to bitumen Nyatechi-Taranganya)	Kehancha Municipality	1000M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen Nyamagagana -Kombe-Kehancha Andere spring road	Kehancha Municipality	60M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen karosi -Nyamagagana-Kurutiange	Kehancha Municipality	80M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Streetlighting all settlements/centers within the municipality	Kehancha Municipality	80M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen Sengerema -kiomakebe road	KehanchaMunicipality	20M	BCG KeRRA KURA KeNHA Development Partner	2023-2028
	Upgrade to bitumen Naora - Nyabokarange	Kehancha Municipalities	80M	BCG KeRRA KURA KeNHA Development Partner	2023-2028

	Upgrade to bitumen Nyamagagana-Kombe road 5km	KehanchaMunicipality	100M	BCG KeRRA KURA KeNHA Development Partner	2023-2028
	Signage and Clear marking of zebra crossings especially near schools and CBD	KehanchaMunicipality	3M	BCG KeRRA KURA KeNHA Development Partner	2023-2028
	Acquire land for decongestion of the current bus terminus	KehanchaMunicipality	25M	BCG KeRRA KURA KeNHA Development Partner	2023-2028
	Opening of service lanes within CBD and upgrading to bitumen standard-3km	KehanchaMunicipality	60M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Construction of storm water drainage systems	KehanchaMunicipality	50M	MCG KeRRA KURA KeNHA Development Partner	
	Conservation of cultural sites and monuments	Kehancha Municipality	15M	MCG NG	

	Installation of road signs at designated areas	KehanchaMunicipality	3M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Awareness creation among members of the public	KehanchaMunicipality		MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Demarcation of road reserves and enforcement	KehanchaMunicipality	2M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
	Development of walkways within the Municipality	KehanchaMunicipality	30M	MCG KeRRA KURA KeNHA Development Partner	2023-2028
Urban Governance	Establishment of Kehancha Municipal Management Board	KehanchaMunicipality	5M	MCG Development partners NGO's	2023-2028
	Create and enact policies to ensure transparency and accountability	KehanchaMunicipality	3M	MCG Development partners NGO's	2023-2028

	Provision of equipment and tools for development control (Policies, standards, Vehicles, machines etc.)	KehanchaMunicipality	2M	MCG Development partners NGO's	2023-2028
	Capacity building by training, i.e.technical,financial	KehanchaMunicipality	4M	MCG Development partners NGO's	2023-2028
	Provision of equipment and tools i.e. fire engines, ambulances	KehanchaMunicipality	80M	MCG Development partners NGO's	2023-2028
Water Distribution and Sewerage and solid waste management system.	Establish MWSC Water Supply Project	KehanchaMunicipality	100M	MCG MWSC NGO's	2023-2028
	Extension of water pipes and rehabilitation of Existing system.	KehanchaMunicipality	100M	MCG MWSC NGO's	2023-2028
	Capacity building for the Water Service Provider	KehanchaMunicipality	5M	MCG MWSC NGO's	2023-2028
	Construction of sewerage system and treatment works.	KehanchaMunicipality	600M	MCG MWSC NGO's	2023-2028
	Typical designs for desirable bio-digesters for developments	KehanchaMunicipality	1M	MCG MWSC NGO's	2023-2028
	Purchase of land for dumping site and establishment of a recycling plan and an incineration system	KehanchaMunicipality	200M	MCG Development partners NGO's	2023-2028

	Establish garbage transfer Collection points within the Municipality	KehanchaMunicipality	10M	MCG Development partners NGO's	2023-2028
	Initiate an efficient solid waste management system on the proposed site	KehanchaMunicipality		MCG Development partners NGO's	2023-2028
	Install dustbins at strategic locations within the Municipality.	KehanchaMunicipality	5M	MCG Development partners NGO's	2023-2028

Economic Development	Develop typical kitchen Gardens.	KehanchaMunicipality	2M	MCG	2023-2028
	Rehabilitation of existing municipal market And construction of Jua-Kali shades	KehanchaMunicipality	70M	Development partners	2023-2028
	Establish modern public toilets	KehanchaMunicipality	30M	NGO's	2023-2028
	Installation of floodlights in open air markets and where possible install backup Generator.	KehanchaMunicipality	20M	MCG	2023-2028
	Empower the business and farming fraternity to start or be members of cooperative societies which will help in exploring markets for produce and capital access.	KehanchaMunicipality	5M	MCG, MOA, Ministry of trade	2023-2028
Housing	Land banking for housing schemes	KehanchaMunicipality	30M	MCG Private Investors PPPs Donors	2023-2028

	Redevelopment of existing government housing scheme	KehanchaMunicipality	50M	MCG Private Investors PPPs Donors	2023-2028
	Establish county housing Fund for affordable housing programme	KehanchaMunicipality	50M	MCG Private Investors PPPs Donors	2023-2028
	Construction of affordable housing units for residents and public officers	KehanchaMunicipality	200M	MCG Private Investors PPPs Donors	2023-2028
	Renovation and repair of government housing units	KehanchaMunicipality	10M	MCG Private Investors PPPs Donors	2023-2028