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COUNTY GOVERNMANT OF MIGORI

AWENDO MUNICIPALITY

# AWENDO MUNICIPALITY INTEGRATED DEVELOPMET PLAN

# 2019-2024

**AWENDO MUNICIPALITY BOARD**

## Vision

A green, clean, safe sociable and economically vibrant municipality.

## Mission

To render affordable quality services, promote prosperity and facilitate social economic Development through application of transparent, effective and efficient use of resources.

## 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 County. 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 programmes.

**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 Awendo 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 Awendo town 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.

The Awendo Municipality is a creation of the Act which brought 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 part of the County integral development process to achieve urban development goals as envisaged in the act.

The duty to implement this plan has been vested to the newly institutionalized Awendo Municipality. The plan sets forth an integrated development plan to address the development needs for the municipality. It has been informed largely by the Migori County Integrated plan 2023-27 to reflect the aspirations of the people of Migori for a vibrant and prosperous county. 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.

I am delighted to report that this plan has been constituted in adherence to the principle of public participation. The plan hence, is a result of effective stakeholder engagement. An engagement that has led to the prioritization of key programmes to deliver the 'Municipality Dream'. These priority areas include institutional development, urban infrastructural development, Social Development, Environmental and Climate Change management, Trade and enterprise development, Health Services and Disaster Management.

**Hon Florence Oile,**

**Chairman Awendo Municipal Board.**

## ACKNOWLEDGEMENTS

The Awendo Municipality wishes to register its appreciation to all those who were involved in the preparation of this Integrated development plan. The Team takes this opportunity to specially acknowledge the unrelenting efforts portrayed by all the technical persons who were involved in this noble process of shaping the future of our Municipality.

We are indebted to the Governor, Migori County, HE. Dr. Ochilo G. M Ayacko for providing great foresight in the entire plan preparation process. Special gratitude is owed to the County Executive Committee Member In charge of Urban Development Eng. John Kobado, Chief Officer Lands, Housing, Physical Planning and Urban Development Mr Andrew Mwera and Director of Physical Planning and Urban Development Mrs Josphine Omwanda for excellent leadership in this preparation process. Specifically, we would like to appreciate all the resource persons more involved towards the successful production of this document

Finally, this work would not have been a success were it not for the unyielding working spirit of the Municipal Board Members and the secretariat composed of Planner Patrick, Planner Arthur Orangi, Planner Wycliffe Onyango, Planner Ezekiel Mogere, Finance Officer Linda Odongo and Mr. David Onyango-the accountant.

**Mandela Akong'o,**
**Municipal Manager**

## EXECUTIVE SUMMARY

Municipality Integrated Development Plan (IDeP) is a five-year development plan, outlining the projects and programs that will be carried out within Municipality Area. In Kenya constitution 2010, there is the Urban Areas and Cities (Amendment) Act 2019 which has provided room for creation of municipality. Under this act, every city and town is 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 seven chapters;

**Chapter 1** chapter introduces the baseline situation for the Awendo 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 Awendo Municipality Integrated Development Plan.

**Chapter 3** Outlines the municipality priorities and strategies

**Chapter 4** Describes the sector plans into details outlining sector priority projects

**Chapter 5** Outlines the implementation matrix

**Chapter 6** provides and outlines the institutional framework that will be applied for the purpose of implementing the Municipality Integrated Development Plan. The Municipality is a Semi-Autonomous Government Agency established as per the requirements of Urban Areas and Cities (Amendment) Act 2019. It describes the institutional arrangement to implement this plan and the resources requirements as well.

**Chapter 7** 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: AWENDO MUNICIPALITY BACKGROUND INFORMATION

## 1.0 Preamble

This chapter introduces the baseline situation for the Awendo 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 socioeconomic and infrastructural situation as at the baseline year of 2019.

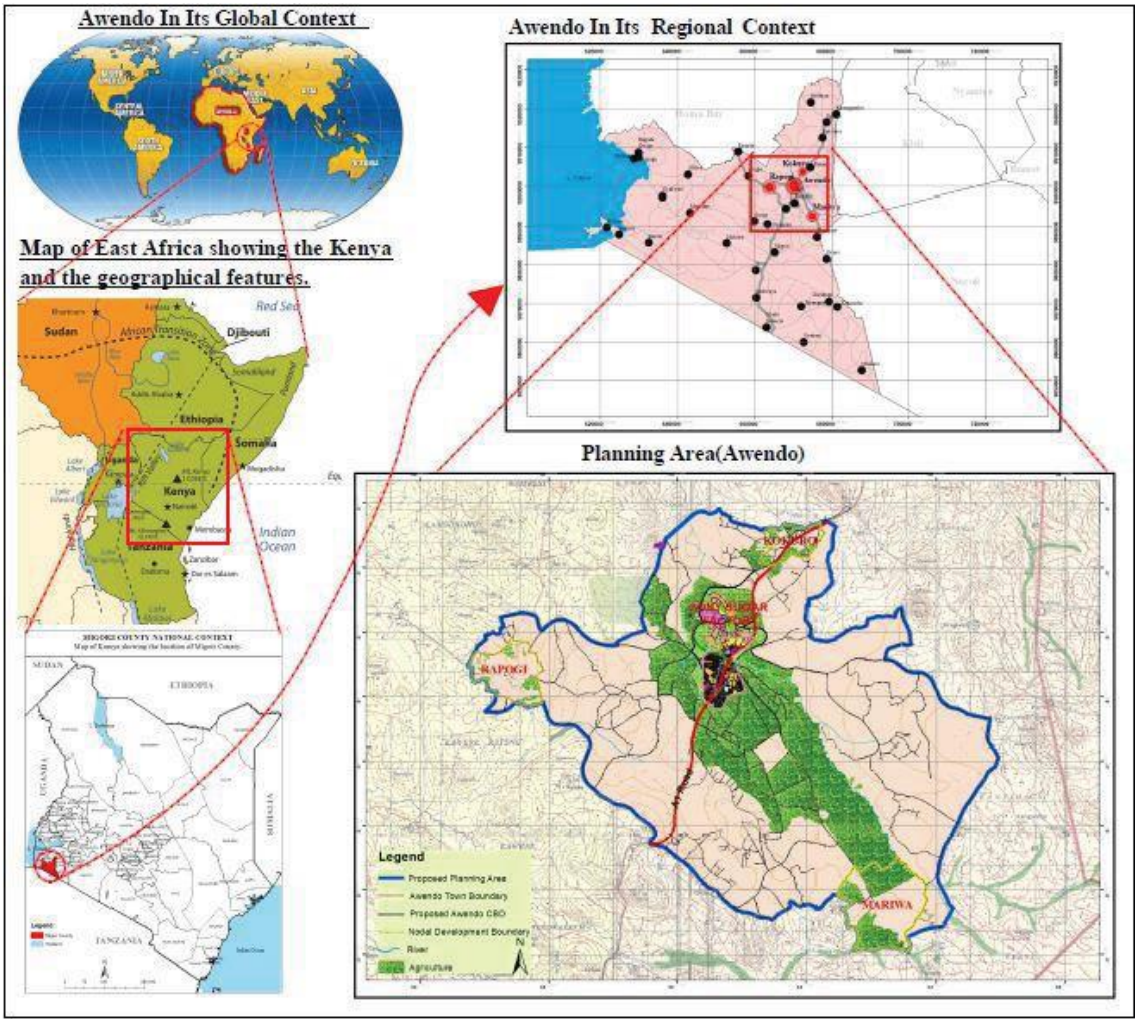
## 1.1 Location and size of Awendo municipality

### National and Regional Context

Nationally, Awendo is situated to the south-western part of Kenya. It is located approximately 353km North West of Nairobi County and about 150km South East of Kisumu County. The municipality is located to the North West of the larger Migori County that boarders internationally with the Republic of Tanzania to the South, Homa Bay County to the north, Kisii and Narok Counties to the east. Lake Victoria borders the county to the west.

Regionally, Awendo municipality is situated within Migori County and South of the former greater Nyanza Region. It lies along the A1 public road linking Rongo and Migori municipalities. It is commercially linked to Rongo and Migori municipalities and is approximately 26km from Awendo Municipality, and approximately 376Km from Nairobi

The Municipality comprises of the urban core and SONY area which is approximately 5.96 $Km^2$ together with the three nodal centers of Mariwa, Rapogi and Kokuro, which translates to approximately 117.2 $km^2$, taking into consideration the sugarcane plantation sandwiched between them.




*Location of Awendo Municipality*

### 1.1.2 Historical background

The historical origin and growth of Awendo municipality can be traced back to pre-colonial era in the first quarter of the 19th century. Barter exchange activities gave rise to certain routes across the Nyanza land. Awendo being along one of the major trade routes presented a comfortable brief resting place for the traders. The traders from either direction along the route met, haggled and swapped their items here and soon the trees and shrubs were cleared to give way for other developments.

The colonial government, out of its zeal to control African activities and generate revenues, instituted a temporary structure next to the exchange ground to act as an office where registration of animals and taxation were done. In the same year, some Indian businessmen arrived at the site, assessed the 'market situation' and having been satisfied with that which appertained to commerce they set up some six temporary structures where they carried out the first ever retail business.

A main road from Kisii towards Tanganyika through the other centres such as Migori was constructed through the emerging centre dividing it into two sections. This road was later upgraded to an International Trunk road standard. The important history here is that the road itself, for much of its sections, tended to have followed the same trade route used by the African traders. During the same decade, Awendo primary school was started at the centre by Missionaries, during which time a sub-post office was opened there. With the construction of the main road the small centre became open to external influences. In 1933, the missionaries established a health centre in the neighborhoods of the centre. The health centre still remains a reliable public health unit in Awendo. Awendo entered the 1940, with the status of a general market centre. Much of the activities therein were retail business.

In 1953 a major change occurred in the structure of the centre after it was surveyed for the first time by the south Nyanza A.D.C. The African market centre (Awendo) was cancelled and transferred elsewhere at Ochuna (now Ranen). The African traders were forced out and were only allowed to carry their business at this new centre. Only the Asian remained at the Sare trading centre. Soon after that more plots allocations were necessarily done extending the trading centre with a number of structures and undeveloped plots bestriding the main road from Kisii to Tanganyika, a nearby primary school, health center and chief's camp.

The order of displacing the African traders out of Awendo centre remained until 1961 when it was abrogated. This time the Africans were allocated plots within the Sare trading centre previously set exclusively for the Asian traders.
During the 1970 period the Government of Kenya compulsorily acquired large swaths of land in order to enable South Nyanza Sugar Company expand its nuclear scheme. This was done under the Land Acquisition Act No. 47 of 1968 pursuant to gazette notice number 2996 of 24$^{th}$ September 1976. Later vide another gazette notice dated 24th December 1976, gazette notice number 3737 most pieces were acquired. Most of those pieces of land were in Kamasoga and Waware areas of North Sakwa. After the gazette notices acquiring the above parcels had been issued and South Nyanza Sugar Company had acquired and utilized whatever portion it wanted for the expansion of its scheme, parts of the pieces remained unutilized by the same company. The unutilized portions were later taken over by South Nyanza County council and merged to form the current Awendo town boundary, excluding where the industry is located.

In 2010 Kenya entered a new chapter in its historical evolution whereby a new constitutional dispensation was availed. Therefore, the new constitution replaced the old one. This repealed among others the Local Government Act cap 265 from where the municipal and county councils had been anchored.

The 2010 Kenyan constitution gave a provision for enactment of a new legal and regulatory framework that would spell among others, how urban centers would be established and managed in Kenya. The Urban Areas and Cities Act (UACA) became that statutory framework. The act broadly categorizes urban areas as Cities, Municipalities, Towns or Markets. Under this act Awendo town again met the threshold for Municipality status by virtue of its population size.

It is based on this that in the year 2018, through a County Assembly resolution, the Migori County Governor conferred the status of a Municipality to Awendo town by granting it a municipal charter. This culminated to the establishment of the first Awendo municipality board and recruitment of the first municipal manager as the very fundamental aspects to institutionalize the municipality of Awendo.

## 1.2 Physiographic Characteristics

The physiographic characteristics of the municipality include the physical environment, water resources, energy resources, land as a resource, wildlife and tourism, mineral resources.

### 1.2.1 Topography

The topographical characteristics of the municipality depict low lying open plains, hills and the rivers drainage system. The main hills within the municipality are Awendo hills; the hill tops rises up to an estimated elevation of about 1244 metres above sea level forming undulated topography within the municipality. These hills support various important economic activities such as sugar cane farming, Eucalyptus trees, sugarcane plantation small shrubs and bushes among other crops. The hills are also part of the water catchment areas within the municipality.

### 1.2.2 Hydrology and Drainage System

The drainage pattern within the area is largely affected by its topography. There is one river, River Sare that traverses the municipality and flow eastwards from the higher regions of Awendo Hills and joins River Kuja. There are also a number of natural springs hence a lot of areas are water logged.

### 1.2.3 Climatic Conditions

The climate of the area is influenced by altitude and its proximity to the lake. The climate of the town is mild inland equatorial modified by relief. The town experience two seasons of rainfall and the highest rainfall is between March and May while the short rains are between September and November. Dry seasons are between December and February and June and September. The average rainfall is approximately 1200mm and

The temperature within the town shows a mean minimum of 170C and a maximum of 200C with highest humidity and a potential evaporation of 1,800 to 2,000 mm per year.

It therefore favors the cultivation of equatorial crops such as sugarcane, maize tobacco and dairy farming is practiced especially in the lower land. Sugarcane farming covers most part of the town and provides the main raw material for South Nyanza Sugar Company.

### 1.2.4 Geology and Soil Formation

The municipality basement system is majorly underlined by granite rocks. The soil in the area is high in nitosols, andosols soil with deep, clay-enriched lower horizon and shiny surfaces. These soils are favourable for agriculture production of crops such as Maize, beans, finger millet, sorghum, cotton.

### 1.2.5 Agro-Ecological Zones

The Municipality is located within Agro-Climatic zone III; Upper Midland (UM1) and contains concentrated agricultural activities; in Awendo cash crops such as sugarcane, tobacco and dairy farming is practiced especially in the lower land.

Apart from Awendo town, other areas where sustainable agricultural production under rain fed conditions is possible. Other areas within the same Agro-ecological zone include; covering Rongo, Kehancha and Ntimaru in Rongo, Kuria East sub-counties respectively

### 1.2.6 Vegetation Characteristics

Vegetation supports critical functions in the biosphere, since it helps in the regulation of air flow and supports various biogeochemical cycles in the atmosphere such as those of water and gases in the atmosphere. Vegetation plays a major role in energy balance in the atmosphere, they influences climate. Soil characteristics is also greatly affected by the vegetation cover since it will influence soil volume, the chemistry and texture and plays a major role in the existence of the wildlife habitat.
Vegetation distribution in the town is majorly influenced by the climate and the altitude of the town. The high-altitude areas in the town are highly vegetated compared to the low altitude areas.
There are no natural forests and vegetation within the district since they have been cleared to pave way for cultivation and settlements.

### 1.3.1 Administrative Set up and political units

Administratively the municipality sits in Awendo Sub- County which was curved from the former expansive Rongo district. The municipality has one of the largest industries in the county-South Nyanza Sugar Company. The municipality is in a close proximity to River Kuja and is dissected by River Sare. With the advent of the devolved government the municipality has got new development incentive to enable it serve it key role of Sub-County Administrative Headquarters. This has implications in terms of office space, house and support services.

## 1.4 Population Demographics

The various aspects of demography, society and culture and their implications on the Integrated Development Plan for Awendo Municipality is a very key aspect. This is because planning involves citing of facilities and services in a manner that best fosters development of the people. As such, an understanding of the demographic dynamics is central to achieving planning objectives.

### 1.4.1 Population Size

The population projections to the start of the plan period in 2019 yielded a figure of 52,153. The Municipality thus has about 4.23% of the population of the greater Migori County.

### 1.4.2 Population Structure and Composition

The largest population age group is the 0-4 years cohort followed by the 5-9 years. The median age is 23 years which makes this a youthful population.

### 1.4.3 Population Distribution and Urban Densities

The population distribution and density are influenced by soil fertility and rainfall in the rural areas. Urban areas attract higher populations due to the level of economic activities and availability of public amenities. The area around the old town/Awendo CBD and Sony has the highest population within the Municipality. Based on the former administrative units (before the promulgation of the Kenyan Constitution, 2010), Kombok Sub-location has the highest density at 729 persons/Km2. Waudha Sub- location has the least population density at 156 persons/Km2.

### 1.4.4 Population Projections and Growth Trends

Taking a growth rate of 3%, the population within the Municipality is expected to reach 60,460 by the end of the plan period in the year 2024.

However, the town being the Sub-County headquarters is expected to develop rapidly in the coming years due to the massive infrastructure investments.

The high population growth rate creates both challenges and opportunities for a secondary town. There is increased demand for basic services such as healthcare, education and other social amenities. There is also a greater market for basic commodities such as food, household goods and financial services.

## 4.2 Demographic Characteristics

The analyses of demographic characteristics reveal the challenges that need to be addressed in order to achieve the development goals. Some of these challenges directly impact on the achievement of the Sustainable Development Goals (MDGs). It is therefore vital that solutions are sought within the scope of this planning exercise. The table below gives a summary of the key demographic characteristics of Awendo municipality

*`Table 2: Demographic Indicators*

| Demographic characteristics | Status |
|---|---|
| Sex ratio(female:male) | 100: 97 |
| Average household size | 4.4 |
| Dependency ratio | 100:116 |
| Total fertility rate | 5.0 |
| Infant mortality rate | 74/100 |
| Life expectancy rate | 59years |

***Source***

## 1.5 Infrastructure and Access

### 1.5.1 Road, Rail Network and Airstrips

The Municipality has an established road network linking it to major towns Like Migori, Rongo, Homabay, Kisii, Kisumu etc

### *1.5.2 Posts and Telecommunications*

The mobile phone coverage stands at 99% in the municipality and a post office which serves the citizens and its environs. In homes, private and government institutions, usage of computer and telecommunication equipment's as increased as a result of affordable computers and their accessories.

### 1.5.3 Financial Institutions

There are four commercial banks within Awendo town and three ATM booths for other banks. The financial sector is also augmented by adoption of Mobile Banking, Micro finance and MPESA by the largely techno savvy population.

### 1.5.5 Energy Access

The entire area of Awendo municipality is accessible to National Electricity grid. Other source of energy includes firewood, charcoal, gas and solar

### 5.6 Markets and Urban Centres

The Municipality has a number of markets centres which accelerate its growth notably the CBD/ old Awendo town, Mariwa, Kokuro, Ranen, Dede, Rapogi among others. The growth of these centers is largely dependent on the agricultural sector of the municipality environs. The growth of CBD is attributed to it being the Sub-County Head Quarters and existence of Sony Industry.

### 1.6 Land and land Use, Mean Holding Size

The largest part of the land within the Municipality is owned by individuals at a mean land holding size is approximately 1.2 Ha. Agriculture form the major land use activity within the municipality whereby mostly food crop farming is practiced and cash crops are grown in small scale.

### 1.6.1 Incidence of landlessness

In the municipality, landlessness is not a major issue because most of the land is ancestral which was passed down from one generation to another, and others who hadn't inherited land in the municipality could conveniently buy.

### 1.7 Community organizations/non-state actors

### 1.7.1 non-governmental organizations (NGOs)

The NGOS have penetrated and established themselves in the Municipality. Their activities relate to youths, women, people living with disability, environmental, street children and children empowerment.

### 1.8 Crop, Livestock and Fish Production

Agriculture forms the backbone of Migori County economy where few people do farm within the municipality. Most of the food stuff consumed in the municipality is produced by the Migori County residents.

### 1.8.1 Main crops produced

The crops grown and produced at municipality and its environs are Sugar Cane, potatoes, maize and horticulture such as tomatoes, vegetables and bananas. Their production is generally influenced by the type of soils, farming practices and climatic conditions.

### 1.8.2 Main storage facilities

Most farmers have small storage facilities in their homes to store their dry produce. However, there is National Cereals and Produce Board (NCPB) silos at Awendo town that serves the entire municipality.

### 1.9. Environment and climate change

### 1.9.1 Major contributors to environmental degradation in the municipality

The major contributors to the environment degradation are deforestation, poor solid waste disposal, and cultivation along river banks, pollution from industrial and farm waste. Water waste from residential areas and car wash also greatly contributes to water pollution.

### 1.9.2 Effects of environmental degradation

Environmental degradation has led to deforestation resulting to unpredictable weather conditions thus adversely affecting farming activities. The municipality and its environs have experienced low rainfall, inadequate supply of foodstuff, poor living conditions and destruction of infrastructures. Therefore, the cost of living in the urban centres has gone high.

### 1.9.3 Climate change and its effects in the Municipality

Climate variability and extremes is emerging as a major threat to sustainable development of the municipality. There has been rise in temperatures which have resulted in increase of malaria, erratic rainfall resulting to drying up of some rivers and also flooding especially on the lower parts of the municipality.

### 1.9.4 Climate change mitigation measures and adaptation strategies

In addressing climate change, the municipality has been planting more trees especially along the rivers, roads, public places and schools. Construction of storm water tunnels to ease drainage rain water within the municipality is also ongoing. Public education on awareness of environmentally friendly technologies and their transfer to the community is given prominence.

## 1.10 Water and sanitation

### 1.10.1 Water resources and quality

The municipality is served by river Sare and other seasonal streams. There is no sewerage system within the municipality; however, installation of piped water network is ongoing within the town area.

## 1.11 Health Access and Nutrition

### 1.11.1 Health Access

Awendo Municipality has 10 health facilities. These include four (4) government facilities, one (1) parastatal and five (5) private facilities. The government health facilities include Awendo Sub-County Hospital, Obama Health centre, Mariwa Health centre and Ngong'a Health Centre. Whereas Sonny Medical centre is the parastatal healthcare facility, the privately operated clininc include the following: Rapcom Nursing Home, Oasis, Dalco Clinic Adoma Clinic and Assals Clini. One advantage enjoyed by the health facilities in the planning area is that they occupy vast lands suitable for future expansion. While the government owned health facilities do not have mortuaries, there is a well-established mortuary at Rapcom Nursing Home.

### 1.11.2 Morbidity

The most prevalent diseases in the Municipality are Malaria at 53 percent prevalence, respiratory tract infections at 16 percent, diseases of the skin, diarrhea at 7 percent, intestinal worms/ typhoid at 3.2 percent, accidents/fractures and sexually transmitted infections.

### 1.11.3 Nutritional Status

Malnutrition is not a big concern in the Municipality. The proportions of stunting, underweight and acute malnutrition is below 2.5 percent among children below 5 years. This is attributed to the fact that most mothers breastfeed their children during their first year coupled with constant supply of food.

### 1.11.4 Immunization Coverage

Immunization coverage in Awendo Municipality is generally lower than the national average. This is mainly due to low literacy levels, lack of knowledge on the importance of immunization, low-income levels, long distances to the health facility and births outside the health facilities.

### 1.11.5 Access to family planning services

The uptake of family planning in the county is still low (54.5 percent), a factor mainly attributed to differing perceptions among spouses on contraceptives use, low levels of education especially among the rural folk, misconception and fears of side effects associated with use of contraceptives, cultural practices such as polygamy and low access to contraceptive services.

# CHAPTER TWO: MUNICIPALITY 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 and policy documents which includes; Kenyan Vision 2030, Kenya Constitution 2010, County Government Act and County Integrated Development Plan (CIDP) to the Awendo Municipality Integrated Development Plan among others.

## 2.1 Linkages with Sustainable Development Goals (SDGs)

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 Awendo IDeP has taken cognizance of SDGs and both projects and programmes proposed are mainstreamed to the 17 SDGs. This 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 17: 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 MIDP 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 2018-2022 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 vison 2030 and Big 4 Agenda.

### 2.4 IDeP Linakge 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 Awendo 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 Awendo Municipal IDeP has been drafted and prepared in reference with the Migori CIDP 2023-2027.

## CHAPTER THREE: MUNICIPALITY PRIORITIES AND STRATEGIES

### 3.1 Preamble

This chapter focuses on the development strategies of the Municipality in the light of the current overview in relation to developmental needs. It gives an overview of the sectors, their status in resource utilization and the presenting opportunities for optimization of resources. The chapter highlights the development priorities by sector; The Sector vision, mission, sector values and objectives for each have also been captured.

Sector development needs and areas of prioritization and strategies have clearly been highlighted. It details the future programmes and projects to be implemented in the first generation IDeP 2023-2027.

Lastly, the chapter makes an overview of the key proposed flagship/transformative whose implementation will have high impact in terms of creation of employment, increment of county competitiveness, revenue generation and cross-county engagements and will go a long way in realizing the dream of 'a vibrant and prosperous Migori County.

### 3.2 Vision

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

### 3.3Mission

To render affordable quality services, promote prosperity and facilitate socioeconomic development through transparent, effective and efficient use of resources.

### 3.4 Strategic objectives

i. To ensure effective and efficient urban development and management
ii. To provide Adequate public land through land Banking
iii. To promote Environmental management, Conservation, and disaster management
iv. To improve infrastructural and utility services
v. To enhance capacity development
vi. To promote trade, tourism and socio-economic development
vii. To promote Public Health and medical Health services
viii. To improve informal settlements
ix. To eliminate social imbalances
x. To enhance security
xi. To mobilize resources

*Table 3: Development Needs, Priorities and Strategies*

| No | Strategic Objectives | Priorities | Strategies |
|---|---|---|---|
| 1 | To ensure effective and efficient urban governance and management | Establishment and operationalization of urban governance structures | Prepare Awendo Municipal strategic plan.<br><br>Establishment of Board Committees<br><br>Establishment of Municipal administration |
| 2 | To provide Adequate public land through land Banking | -Develop municipal wide public land inventory | -Identify, map and preserve existing public land<br>-Repossess grabbed public land and undeveloped land<br>-Purchase land for public use and future investment within the municipality |
| 3 | To promote Environmental management, Conservation, and disaster management | -Development and operationalization of solid waste management plan and policy<br>- Development of environmental conservation policy<br>-development of disaster management policy | -Purchase of specialized garbage Trucks, Personal protective equipment's, Back hoe, Litter bins<br>- Outsource garbage collection<br>-Construction of Receptacles & Commercial waste Incinerator<br>-Acquisition of land for solid waste management<br>- Establishment, Operationalization and Maintenance of sewerage System<br>-Create awareness of good waste management practices (The three Rs: Reduce, Reuse & Recycle)<br>- Landscaping of highways, parks, streets -Afforestation<br>-Adoption of renewable energy<br>- Develop and implement beautification program (Eco-friendly)<br>-Establish a call centre<br>- Purchase of firefighting equipment and ambulances<br>- Recruit, train and deploy fire fighters<br>- Implementation OSHA |

| | | | |
|---|---|---|---|
| 4 | To improve infrastructural and utility services | -Develop and operationalize transport management policy<br>-Develop physical and social infrastructure | -Installation of CCTVs, Traffic Surveillance Systems, Road safety signage.<br>- Construction of water and sewerage system.<br>- Installation & Maintenance of street lights, flood lights and transformers.<br>-Construction and maintenance of roads and bridges.<br>-Installation of fibre optic cables.<br>-Construction of storm water drainage channels and culverts. |
| 5 | To enhance capacity development | Develop and implement capacity building policy<br>Develop municipal by-laws | -Training of the board members and municipal staff<br>-Creation of Public awareness on policies and by-laws<br>-Establishment of a municipal court |
| 6 | To promote trade, tourism and socio-economic development | Implementation of existing of Trade policy(s)<br>-Support of SMEs (who include women, youth and people with disability)<br>-Promote a 24 Hr Economy<br>-Tourist Site Mapping and development<br><br>-Marketing of new and existing tourist sites | -Construction of market boundary walls, market stalls/kiosks, sheds, floodlights,<br>modern market toilets<br>-Construction of markets<br>-Setting up special economic zones<br>-Develop infrastructure at strategic tourist sites<br>-Promotion of Agro-tourism, media tourism and Conference tourism. |
| 7 | To promote Public Health and medical Health services | -Health education/awareness on preventive and promotive health care<br>-Implementation of the public health Act<br>-Provision of health infrastructure, | Recruit, train and deploy public health officers<br>-Media awareness campaigns<br>-Integration of sign language in our health promotion and awareness campaigns.<br>-Public barazas, church and school sensitization sessions |

| | | | |
|---|---|---|---|
| | | equipment, personnel, drugs etc. | -Construction and equipping of health centers and dispensaries; Hiring of medical personnel |
| 8 | To improve informal settlements | Improve standards of living in informal settlements<br>Preparation of Action Area plans for the informal settlements | -paving of roads<br>-improving sanitation<br>-Provision of clean water<br>-Erection of flood lights and street lighting<br>-construction of material recovery centre<br>-implementation of waste management policy<br>Implementation of the action area plans |
| 9 | To eliminate social imbalances | Improve social safeguards | Implement social protection programmes<br>-Establish partnerships for rescue and rehabilitation centres<br>-Equitable economic empowerment<br>-Equal provision of opportunities |
| 10 | To enhance security | Improved security within the municipality | -Installation of street lights & CCTV surveillance cameras<br>-Promote community policing<br>-Construction of police posts<br>-Implementation of the municipal plans and by-laws |
| 11 | To mobilize Resources | Improved resource mobilization | -Efficient, transparent and effective revenue mobilization<br>Mobilize resources from the county treasury, donors e.t.c |

Inferring from the above analysis, the municipality shall prioritize on the following programmes, which it considers high impact and relevant to the realization of the residents' aspirations: -

1. Urban Institutional Development
2. Urban Infrastructure Development
3. Environmental Management
4. Trade and Enterprise Development
5. Health Services
6. Disaster Management
7. Literacy and Social Protection

The specific outcomes, outputs and objectives for each of the seven has been set out in the table below as follows:-

# CHAPTER FOUR
# SECTORAL PLANS

## 4.1 Introduction

Sectorial planning is strategic planning for defined entities, sectors or industries of the economy.

Sector in terms of sectorial planning means the spatial planning under consideration of only one planning criteria such as traffic, motorized and non-motorized transport system, telecommunication, Tourism, Agriculture, education, health, power supply, Water and sewerage system, storm water management, recreational facilities, social amenities, environmental issues among others.

Sectorial planning process includes detailing sectorial development objectives, policies, strategies and providing supporting documentation for processes of planning.

Key components of a plan that needs to be considered in order to ensure that there is effective coordination of activities include;

i. The existing and future population that needs to be planned for;
ii. The location of the infrastructure projects;
iii. Existing infrastructure capacity;
iv. The nature of the infrastructure projects;
v. The implementing agent(s);
vi. Capital budget and the sources of funding;
vii. Implementation, Monitoring and reporting.

## 4.2 Urban Infrastructure Development Structure

Urban infrastructure affects the way of life within the urban set up. The status of this urban infrastructure influences the level of investments which can attract both the private enterprises and government establishments.

Given the resource constraints, there is need to be clear on the long-term infrastructure investment and to invest appropriately in infrastructure deemed to sustain and support the urban economic growth. These priority investments relate to transport and roads, Migori airstrip upgrade, bulk water supply, sewerage network, markets, Street lighting, reliable power supply, recreational facilities, social amenities, solid waste management, storm water drainage and street management.

Given the high poverty levels and rural setting of the municipality, it is important to note that the future depends on how the management deals with the poor and disadvantaged citizens in the area, and that project interventions must focus on pro-poor living standards improvement.

The needs for basic services differ between the regions of the municipality and key interventions and must target equal access to services. The main approach to basic service delivery will be to target priority investments in areas where service delivery is not up to the standards.

Thus, the vision is geared to the core of understanding that all development endeavours must achieve inclusivity of everyone and that the benefits of sustained urban economic growth must be shared amongst all. Priority sectors of focus will be on;

### 4.2.1 Power Supply

The Municipality is committed to maintaining a safe, reliable and affordable electricity supply, which is critical to ensuring business growth, job creation and sustainable development.

The safety and reliability of the electricity supply are accomplished by maintaining and refurbishing existing infrastructure and providing capital for new infrastructure, facilitating the establishment of renewable energy sources and solar water heating initiatives.

Proper energy efficient measures and the successful institutionalization of climate change mitigation in all spheres of business form part of this commitment.

With the rapid expansion of the municipality housing, provision of electricity needs to be upgraded to address the rising demand. There is need to expand the connectivity of electricity to the households that are not yet connected especially those in the slum areas and rural-urban fringe.

This will need partnership with the providers of this very important catalyst to development i.e. Kenya Power, Rural Electrification Authority, Ketraco and major investments in new and renewable energy sources such as Solar and biogas. Power is supplied to the residents of Awendo Municipality through Kenya Power Company.

Solar energy has also gained prominence and is being used but not by a large population due to high initial establishment costs involved. The Municipality should develop and implement a power supply master plan that will guide on future provision of power to all households within the municipality boundaries.

A new substation should be set up to help ease the pressure on the main substation and also reduce blackouts that are experienced periodically.

The priority areas in this sector will focus on the areas indicated below;

1. Upgrade electricity network
2. Electricity distribution Expansion Project
3. Biogas energy generation
4. Solar energy generation

5. Small Hydro power generation

### 4.2.2 Water and sanitation

The provision of water services and the management of water resources are integrally linked, and thus, when planning water services, Awendo Municipality will ensure proper use of water resources in a safe and sustainable manner. This will require the authorities to undertake a Programme that ensures water resources are used in a way that takes the following into account;

a) Meeting basic human needs
b) Promoting equitable access to clean & portable water
c) Promoting the efficient, sustainable and beneficial use of water
d) Facilitating social and economic development
e) Providing for growing demand for water use
f) Protecting water resources
g) Reducing and preventing pollution and degradation of water resources

Water services development planning thus needs to be addressed within a strategic framework, which embraces water resource management as part of environmental protection and sustainable development. The key challenge is to integrate water source and supply systems, and to apply water conservation and demand management. The water supply challenge will impact on future housing provision, the quality of water to our main industries and future rural water usage.

Piped Water is supplied by MIKUTRA and Nyasare water companies to the residents of Awendo Municipality . Most people in the planning area obtain water from boreholes/wells which accounts for 57.4% of the total households.

Given that that these sources are not adequate and safe, there is need to invest in more piped water schemes and encourage rain water harvesting and storage. The supply should be increased with the view that upsurge in industrial activities will more than increase the demand for water and proper sanitation facilities.

The municipality will then develop a water strategy to produce sufficient water and ensure that the town's water sources full-fill the demand. This will be achieved by developing an integrated water strategy, upgrading existing water infrastructure to reduce water loses, exploring additional sources of water and implementing programs to harvest, store and conserve water.

The installation of a sewerage network and the provision of water borne sanitation facilities are key priority to the municipality development strategy. The municipality should ensure that all residents have access to adequate water born sanitation systems.

Waste water master plan should be undertaken to address Sanitation Infrastructure needs relating specifically to Wastewater Treatment Works. This will also help address Water Conservation and Water Demand Management opportunities (i.e. re-use).

The priority in this sector will focus on the areas indicated below;

1. Development of boreholes
2. Solarized water pumping
3. Expansion of the water connection network
4. Encourage rain water harvesting through roof catchment
5. Rehabilitation water works
6. Installation and replacement of Water meters
7. River bedding & Tree planting
8. Construction of sewerage systems
9. Public toilets
10. Purchase of exhausters

### 4.2.3 Storm Water Management

Storm water drainage system comprises a network of both natural (surface run-off) and man-made drainage systems (ditches and storm sewers) for draining a sub-divided catchment area.

Storm water in the municipality is managed through both natural and man-made drainage systems and is drained to River Sare. The development and maintenance of this river should be regarded as a primary task for the management of the storm water drainage in the municipality. The river should be maintained with a capacity sufficient for discharging the storm water runoff concentrated from its catchment area. Storm water drainage strategy should be developed in the manner of integrating the river and localized drainage networks as a system.

Meantime, the riparian reserves need to be delineated and secured to maintain the better river environment.

The municipality will review any storm water management strategy in place and develop a new street and storm water master plan to ensure that all streets and storm water strategies are up to the required standards.

The review may suggest developments in terms of;

a) Increase in storm water pipe diameter size
b) Additional storm water pipes
c) Inlet and outlet control systems
d) Erosion protection systems
e) Maintenance of existing storm water infrastructure

The priority areas in this sector will focus on the areas indicated below;

1. Flood damage repairs
2. Disaster preparedness plan
3. Construction of storm water drains
4. Periodic cleaning of storm water drains
5. Management of Rivers & Riparian land

### 4.2.4 Public Transport (Motorized and Non-Motorized)

The existing transport system, in terms of the road system, traffic volumes, public transport services and facilities (motorized and non–motorized transport, parking areas, special needs passengers, freight) will be assessed and expanded to accommodate projected future demands.

The transport needs assessment will be a combination of the transport projects/ issues identified from the public participation and needs assessment sessions held with the stakeholders.

The Municipal investment in infrastructure will form the bulk of operational activity from the municipal institutions. The implementation of bulk infrastructure investments will be in phases through funding mobilization from the County Government and development partners due to the municipality's limited financial resources. There is need to invest appropriately in infrastructure deemed to sustain and support urban economic growth. Street lighting will be a necessary catalyst to reduce crime and ensure traders have longer working hours.

The roads infrastructure works must be of high standards to maintain quality roads. The municipality will focus on rehabilitation of existing roads and the upgrading of access roads. Different roads sections will require different types of rehabilitation varying from routine and normal to heavy rehabilitation. Possible project types range from routine maintenance (e.g. patching), to normal maintenance (resurfacing) through to heavy rehabilitation (e.g. thick overlays and reconstruction).

Research and development report on more effective and environmental friendly public transport systems that could be implemented to ensure that all residents have access to affordable public transport system that adheres to the legislative requirements will be carried out.

The priority in this sector will focus on the areas indicated below;

1. Speed humps
2. Installation of traffic lights
3. Street lighting
4. Maintenance of traffic & street lights
5. Kerbing
6. Rehabilitation of streets

7. Paving of streets and Side walks
8. Provision of road infrastructure
9. Opening up of encroached roads
10. CCTV cameras
11. Policies on public transport
12. Road markings and signages
13. Road safety Awareness

### 4.2.5 Solid Waste, Environmental Management and Climate Change

The municipal Solid waste site must full-fill the specific ten ideal waste management points as set by EMCA, (1999) and waste management regulation 2006.

Disposal Infrastructure Development and Waste Collection Infrastructure have been identified as the key focus areas for development of a complete service for the Awendo Municipality .

The municipality shall initiate proposals for waste management and recycling initiatives develop and implement an estate-based contractor program for waste collection and cleaning of areas so as to Increase job opportunities and also ensure that all residents have access to waste management services.

The priority areas in this sector will focus on the areas indicated below;

1. Sensitization on environmental matters
2. Acquisition of land for solid waste management
3. Contracting cleaning services
4. Purchase of trucks for waste transportation
5. Installation of litter bins and waste skips
6. Formulation of Environmental policies,
7. programs & plans
8. Support municipal integrated waste management plans
9. Environmental education
10. Installation of elevated at source litter bins
11. Tree planting component in roads construction

### 4.2.6 Housing

A key concern of our municipality is to create integrated, sustainable and affordable human settlements.

This includes building communities that are sustainable and integrated both socially, economically and participatory (i.e. with communities actively participating in all steps of the development process).

Given the past experiences, our settlements are not fully integrated to allow equitable access to economic, social and other opportunities for all our citizens. The way we deliver on housing specifically must respect our efforts to integrate our urban and settlements to function optimally.

In pursuit of the above, the municipality seeks to identify available land for housing opportunities, support alternative housing options as rental housing, social housing units as well as encourage the private sector to provide for housing.

The municipality endeavors to contribute to this effort by identifying available land for housing opportunities, to support alternative housing options such as rental housing, Social Housing units. The efforts will help in the reduction of slums within the municipality. Efforts will also be made to upgrade the current slums areas such as Jiwdendi, Athiko, Sare etc

The priority areas in this sector will focus on the areas indicated below;

1. Purchase of land for housing projects
2. Develop low cost/social housing units
3. Zoning within municipality
4. Sensitization on alternative building technologies

### 4.2.7 Sports, Recreational and community infrastructure

Sporting and recreational activities continue to be key mechanisms for transforming society and building socio - economic well-being. These fields have the ability to generate employment and build social cohesion, national pride and economic development.

Recreational and community spaces create vibrant and green areas in residential areas. The positioning of these spaces gives access to entertainment spaces which contribute to a healthy community and a sense of place and belonging.

The provision of adequate sporting and recreational facilities is key in sport development and has been prioritized by the Municipality. Partnerships between the Municipality, different sporting bodies and communities are essential in this regard.

The development of the arts and culture sector through the nurturing of talent and infrastructure provision needs to be linked to the promotion of the creative industries. Strategies to develop an arts and culture centre should be put in place and be complemented by events management policies and the Tourism Master Plan to provide guidance on the development and promotion of this sector.

A Public Library plan should be implemented whose objective is to provide access to information and library services through the redevelopment and upgrading of existing library structures to accommodate 21st century needs.

The recreational and sports facilities are important infrastructure and will give the Municipality a competitive edge by marketing it as sports centre. Through this program the municipality will implement programs to create additional facilities in areas of need.

The priority in this sector will focus on the areas indicated below;

1. Construction of a sports complex
2. Youth programs
3. Install Statues of prominent personalities/legends
4. Construction of community/resource centres
5. Recreation site beautification

### 4.2.8 Telecommunication

Effective telecommunication network is important to ensure integrated approach to development. Kenya telecommunications policy is formulated by the Ministry of Information, Communication and Technology with the Communications Authority of Kenya (CAK) acting as its oversight body.

CAK's mandate is;

i. Granting operating licenses,
ii. Controlling service charges,
iii. Assignment of frequencies and telephone numbers,
iv. Managing the universal service fund,
v. Protection of end users and
vi. Issuing technical standards and equipment type approvals

Awendo Municipality is covered by mobile telecommunication services which are provided by local mobile service operators such as Safaricom, Airtel, Orange (Telecom Kenya) and Yu (Essar Telecom).

Mobile money transfer services were provided first by Safaricom (M-Pesa) in 2008 to transfer small amounts of money by mobile phones. The same service is now provided by Orange (Orange Money) and Airtel (Airtel Money) as well.

Radio broadcast is well covered within the municipality which has access to both national and local radio stations operating FM broadcast. Over 10 FM broadcasters including local broadcasting are licensed to broadcast.

TV broadcast which operates through a digital terrestrial broadcast is also well covered in the area with most residents of the municipality able to access national and local TV stations.

Postal and courier services are provided through the government owned Postal Corporation of Kenya and other private operators including G4S, Wells Fargo and a host of public service transport companies who besides the transport business, also deliver parcels.

The priority in this sector will focus on the areas indicated below;

1. PPP for network expansion
2. PPP for fibre optic
3. expansion
4. Installation Wi-Fi on designated places
5. Establishment of a Local TV & radio Station
6. Promotion of E-governance
7. ICT Literacy Education for Citizens

### 4.2.9 Tourism Economy

The tourism sector as one of the key pillars of the economy must be strengthened with the development of renewed ideas on tourist attractions. The municipality will implement an aggressive marketing strategy to penetrate new and existing markets and develop potential tourism activities and sites. This shall be done in collaboration with relevant County department

The municipality will develop and implement a tourism Master Plan whose core objective is to clearly identify and maximise the development and usage of all the possible tourist attractions within her boundaries.

In most successful tourism destinations around the world, the domestic market forms the backbone of the tourism industry. Domestic tourism development requires attention to broader marketing, product development, distribution, information provision and possible social tourism programmes.

Marketing should be stepped up to improve awareness and access to information. This should become a strategic choice that is informed by the extent of the municipality's potential and the budgeted return on tourism. The domestic tourism strategy should address the following;

a) Limited tourism growth;
b) Affordability of travel;
c) Limited diversity of products and services;
d) Access to travel information

In order to enhance these rich tourist attractions, the Municipality will invest in a number of programmes and projects.

The priority in this sector will focus on the areas indicated below;

1. Protection of Tourist attraction sites
2. Marketing Awendo as a tourist destination.
3. Investment in conference facilities
4. Establishment of a tourist information centre

### 4.3 Cross Cutting Issues

These are issues that by their nature have a strong impact on all the operations in a given field and therefore must be given special attention. These issues touch on general principles such as democracy and human rights, good governance, children's rights and the rights of indigenous peoples, gender equality, a sustainable environment and HIV/AIDS.

#### 4.3.1 Economic development and growth

Local economic development is a dynamic and sustainable process, which creates wealth and raises living standards. This has a number of implications, including increased entrepreneurial and business activity, as well as the improved material status of citizens through access to resources and basic services.

As a crucial component of the Integrated Development plan, LED seeks to generate means to support and enhance urban development. Various interventions may be utilized to support economic growth and development, based on a number of considerations, such as;

a) The importance of linking the residents of the municipality to opportunities;
b) Directing investments to places where they will have the greatest effect;
c) Protecting and enhancing natural and cultural resources for sustainability and enriching the experience of the municipality; and
d) Weaving the growth of the municipality strongly into the economic fabric of the County.

Kenya Vision 2030 sets the following six priority sectors as key for economic development;

a) Tourism
b) Agriculture and agro-industries
c) Wholesale and retail trade
d) Manufacturing
e) IT enabled services (previously known as business process off-shoring)
f) Financial services

The Municipality's Economic Development Framework will seek to attract investment in these areas and improve her competitiveness and consequently eradicate poverty. Effectively, this plan recognises that Awendo Municipality is part of the County economy and also needs to ensure that she creates a social safety net for the poor.

The Economic Development plan identifies the following key economic enablers for the municipality;

a) Skills development.
b) Infrastructure development.
c) Visionary governance.

d) Meaningful business, civil society and governmental partnerships.

In order to achieve this objective, the municipality will initiate the following priority projects and programmes.

1. Development of a major regional retail and commercial centre
2. Trade promotion and facilitation
3. Promotion of Creative
4. Industries (Film and Music)
5. Development and
6. support to SMEs through, mentorship, entrepreneurship training & establishment of incubators
7. Implementation of
8. Urban
9. Agriculture Programme
10. Broad-based Economic
11. Empowerment Support
12. Programme (AGPO)
13. Implementation of Expanded Public Works Programme (Kazi Mashinani)
14. Construction of jua-kali sheds

### 4.3.2 Safety, Security and Good Governance

It requires that a collective synergy is implemented to obtain a stable economic, political, social and administrative dispensation. Residents, businesses and industries will need a safe and secure environment to operate in and prosper in order to promote investments. The wellbeing of a society is also determined by the safe environment for children to grow and live in.

Service delivery has to be sustainable and people driven. Awendo Municipality is fortunate to have an active citizenry with well-organized community forums. The responsibility of the municipality is to sustain and expand the energy within these forums to ensure that appropriate and targeted delivery of services occurs.

The municipality also needs to respond to appropriate skills for delivery and the necessary operational systems for continued effective and appropriate service delivery. This requires effective internal institutional structuring to deliver on key programs.

In order to enhance safety and security within the municipality, the management will be committed to having enforcement officers to be stationed at various locations, install CCTV Cameras, high mast lighting, street lighting, fire safety and preparedness, promote partnerships with the national security agents to offer security and to initiate programmes for social cohesion.

Priority in this sector will focus on the areas indicated below;

1. CCTV Installation

2. Street lighting
3. High mast floodlights
4. Partnerships with National security agents
5. Social Cohesion and harmony
6. Community policing
7. Alcoholic drinks control
8. Construction & Equipping of a fire station
9. Road safety awareness interventions
10. Disaster emergency fund

### 4.3.3 Social Cohesion and Social Safeguards Issues

Social cohesion helps in building social capital in the municipal area and provide the space for the residents to work together from all ethnic backgrounds to experience mutual respect and social cohesion.

The Municipality will aim to reduce prevalence of urban poverty and unemployment, the rate of contact crime, and substance abuse. These social challenges need to be addressed with targeted action that responds to the needs on the ground through interventions focused on the vulnerable groups to enhance and protect these groups. The program will focus on addressing challenges these groups will be confronted and building them into proud members of the society.

It is essential that all government departments and stakeholders work together to address the health challenges in the society. The program will focus on addressing cross challenges of HIV/Aids, Youth, gender, poverty, People Living with Disabilities among others.

Priority in this sector will focus on the areas indicated below;

1. Social Management Plan
2. Youth programs
3. Special programs
4. Child & elderly care centres
5. Drug and Substance Abuse rehabilitation centres
6. HIV/Aids program
7. Social cohesion

The actin areas in terms of the social issues are discussed in the table below

| Problem | Strategy | Action plans /Projects | Actors |
|---|---|---|---|
| **Displacements due to implementation of the IDeP** | Minimize Physical and Economical dislacements | ✓ Relocation of traders<br>Sensitization in good time<br>Identification and mapping of PAPs based on Physical and Economic displacement criteria | County Government of Migori<br>Awendo Municipal Board<br>Members of the Public<br>Private sectors |
| **Gender Based Violence** | Reduce the incidences of GBV | ✓ Undertake situational analysis study for GBV prone areas in the municipality, especially the informal settlements<br>✓ Community policing<br>Construction of a rescue centre | County Government of Migori<br>Awendo Municipality board<br>National Police Service |
| **Early marriages** | Reduce early sexual practices and Marriages | ✓ Sensitize girls on the dangers of early sexual practices and Marriages<br>✓ Construction of a rescue centre | County government of Migori<br>NEMA<br>Business Owners/Retail outlets<br>Volunteers |
| **Mental Health Management** | Manage and reduce mental health cases | ✓ Sensitization on mental health issues among staff and the populace<br>✓ Construction of a rehabilitation centre. | County Government of Migori<br>Department of Health |

### 4.3.4 Environmental Protection and Conservation, Climate Change and Public Health issues

The Awendo Municipality will strive to provide public health services to all her inhabitants and occupational health, safety and wellness to her employees. 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

Climate change is considered as potentially the most serious threat to humanity and sustainable development, with adverse impacts expected on food and water security, economic activity, human health, physical infrastructure and natural resources. These impacts will seriously undermine efforts to achieve sustainable development and municipal IDP goals. Thus, the objective is to develop and implement a climate change mitigation and adaptation plan for the Municipality supported by critical studies as well as early warning indicators.

Public health services cover functional areas, such as environmental management, waste management, parks and cemeteries, environmental health, occupational health, safety and wellness.

The Municipality is faced with the following public health challenges:

i. Environmental impact challenges and effects of climate change;
ii. Environmental Health;
iii. Illegal dumping;
iv. Food sanitation issues;
v. Solid waste management and poor handling of domestic and trade waste.

The municipality will put in place relevant policies to guide on issues of Occupational Health, Safety and Wellness of staff, implement intervention strategies to respond to the challenges of HIV and AIDS, Waste Management regulations, Environmental Health, Environmental management, management of Parks and Cemeteries among others.

Priority in this sector will focus on the areas indicated in the table below;

1. Waste Management regulation
2. Occupational Health and Safety
3. Environmental Health
4. Environmental Management
5. Parks, Cemeteries & Crematorium

- ❖ 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<br>✓ Afforestation and protection of endangered species<br>✓ Protection and enhancing monitoring management wetlands.<br>✓ Protection of riparian areas within river Sare. | 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.<br>✓ Fast track implementation Awendo 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 collaboration with SONY Co. LTD.<br>✓ Map and clearly label all solid waste collections and disposal points.<br>✓ Construction of Landfill<br>✓ 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<br>✓ Opening and regular cleaning of drainage channels.<br>✓ Appropriate Siting Slaughterhouses and | County Government of Migori NEMA Ministry of Environment |

| | | | |
|---|---|---|---|
| | | adoption of proper waste disposal measures. | and Natural Resources Private investors |
| **Lack of considerations of the environment during development approvals** | Involvement of NEMA in Development Approvals. | ✓ Circulation of application,<br>✓ Change of Use, Subdivision, building plans to include NEMA and municipality Administration, ESIAs to be Conducted and approved/Licensed by NEMA | County Government of Migori<br>NEMA<br>Private investors |

### 4.3.5 Industrial Economy

The role of the municipality to create an environment within which the economy can sustain growth depends on working relationships with organized business, labour and citizens. In practice this means cooperation to actively stimulate investments that will promote sustained growth, to focus on the unique potential in the Municipality, to reduce obstacles to business expansion, and to retain the new business ventures created.

The regional economy is dominated by the agricultural sector. The Municipality therefore needs to strengthen and build on its existing agricultural base by improving the technology of production through attracting both foreign and domestic investments and improving logistics and skills supply. This will largely depend on creating the conditions under which economic development can flourish.

The municipality will aim to create jobs by stimulating industrial development and developing and implementing an industrial park for small wholesale and manufacturing factories and increase the number of SME opportunities and establishment of new businesses by initiating an incentive system for setting up new businesses and develop a policy to subsidize business in order to lower the cost of doing business and employ more people.

A pro-active destination marketing plan, focusing on Awendo Municipality as an ideal investment destination and highlighting the key County potential should be implemented.

In order to achieve this objective, the municipality will initiate the following priority projects and programmes.

### 4.3.6 Human Capital and Skills Development

The primary goal of Government in the next five years is to ensure that the jobless growth trend is reversed and that more emphasis is placed on job creation and youth development.

Awendo Municipality presents huge opportunities to be developed as training municipality with a range of training facilities available. Currently the town hosts schools, , KMTC satellite campuses and polytechnics which can act as training grounds with the potential to be expanded and the establishment of additional training centres.

Access to these training facilities by youth, women and PWD will be enhanced by initiating a program on expansion of current facilities and the establishment of new facilities.

Training centres create direct and indirect jobs through sourcing of services and purchasing of material. Students attending the training facilities spend money on different amenities increasing the GDP of the local economy.

The challenge will be to circulate the money in the Municipality by analyzing the purchasing patterns of the different entities and identifying opportunities to source goods & services locally. This could create opportunities for SME development and enhance job creation. In addition, training facilities could be cost beneficial to residents from greater Migori with local residents having access to the facilities. Its social impact on the standard of skills for the town can't be underestimated.

The municipality will ensure that her organizational structures are functional and capacitated to implement programs and develop a human resource strategy to respond to requirements of the IDP and that the town positions herself as training ground in the County by developing a program to grow current training institutions and establish new institutions.

In order to achieve this objective, the municipality will initiate the following priority projects and programmes;

1. Internship programs
2. Training of staff
3. Career choice guidance & mentorship

## 4.4 Key Flagship Projects

The implementation of the below mentioned projects will be dependent upon the availability of funds and relevant support from donors and development partners**;**

**Flagship Projects Priority Projects**

1. Urban access roads and connectivity

2. Road rehabilitation and maintenance
3. Traffic lights and signage installation
4. Street naming
5. Street Lighting
6. Motorised & Public transport – Designated parking and bus park
7. Non-motorised transport and Side walks
8. Bridge maintenance
9. Poverty eradication
10. Job creation and Youth Employment Initiatives (Kazi Mashinani)
11. Establishment of Arts and Culture Centre
12. Improvement of Recreational facilities
13. Sport Development
14. Storm water maintenance projects
15. Establishment of a Disaster Management Centre
16. Fire and Emergency Services
17. Setting Up a Geographic Information System (GIS)
18. Municipal Security Enforcement Services
19. Develop ICT Centre
20. Entrepreneurial support & development programmes
21. Learner ship and internship programmes

# CHAPTER FIVE
# CHAPTER 5: ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA)

## 5.1 Introduction

The Environmental and Social Impact Assessment (ESIA) plays a fundamental role in the Integrated Development and Economic Plan (IDEP) for Awendo Municipality. It ensures that development initiatives within the municipality are environmentally sustainable, socially inclusive, and economically viable. This chapter outlines the essential principles, processes, and strategies for conducting ESIAs in Awendo, aligning with Kenya's legal frameworks, specifically the Environmental Management and Coordination Act (EMCA), and international best practices.

## 5.2 Objectives of ESIA in Awendo Municipality

The main objectives of conducting an ESIA in Awendo are to:

1. Identify the potential environmental and social effects of proposed projects.
2. Promote sustainable development by mitigating negative impacts.
3. Ensure compliance with both national and international environmental laws and policies.
4. Enhance engagement with stakeholders and ensure public participation in the decision-making process.
5. Promote socio-economic benefits while maintaining environmental integrity.

## 5.3 Legal and Policy Framework

The ESIA process in Awendo is guided by a combination of national and international regulations some of which are outlined below:

- **Environmental Management and Coordination Act (EMCA), 1999 (Amended 2015)**: This is the principal legislation for environmental protection and management in Kenya. EMCA mandates that an ESIA be carried out for projects that may have significant environmental or social impacts (Section 58, EMCA).
- **National Environmental Policy (NEP), 2013**: This policy provides a framework for the sustainable management and utilization of natural resources, supporting the ESIA process by emphasizing conservation and ecosystem management.
- **Physical and Land Use Planning Act, 2019**: This act ensures that development projects comply with zoning regulations and land-use plans, guiding the planning and spatial distribution of land-use activities.
- **International Guidelines**: The ESIA process also takes into account global frameworks such as the **International Finance Corporation (IFC) Performance Standards** and the **Equator Principles**, which help to set out best practices for managing environmental and social risks associated with projects.

### 5.4 The ESIA Process

The ESIA process in Awendo follows a structured series of steps:

- **Screening**: The first step involves determining whether a proposed project requires an ESIA based on its potential scale and impact, as outlined in Section 58 of EMCA.
- **Scoping**: This stage identifies the key environmental and social issues, helping to define the scope of the assessment.
- **Baseline Studies**: Data is collected on the current environmental and social conditions in Awendo, which will serve as a baseline for comparison.
- **Impact Prediction and Analysis**: The potential positive and negative effects of the proposed project are predicted and analyzed.
- **Mitigation Measures**: Strategies are developed to prevent, reduce, or offset adverse environmental and social impacts.
- **Stakeholder Engagement**: Engaging local communities, governmental bodies, and other relevant stakeholders through consultations and public participation is crucial for transparency and informed decision-making.
- **Environmental and Social Management Plan (ESMP)**: A comprehensive plan is formulated to guide the implementation of mitigation measures, monitor project impacts, and ensure proper reporting.
- **Approval and Licensing**: The ESIA report is submitted to the **National Environment Management Authority (NEMA)**, which reviews the findings and grants approval in line with the provisions of the EMCA.

### 5.5 Key Environmental and Social Issues in Awendo Municipality

Several environmental and social issues are prevalent in Awendo Municipality:

- **Environmental Issues**:
    - Deforestation and loss of biodiversity, which threaten the region's natural heritage.
    - Soil erosion and degradation caused by unsustainable agricultural practices.
    - Water contamination from agricultural runoff and urban waste.
    - Air pollution resulting from industrial growth and increased vehicular traffic.
    - Solid and liquid waste generation as a result of construction activities.
- **Social Issues**:
    - Land acquisition and displacement of communities due to urban expansion.
    - Job creation and workers' rights, which need to be addressed for equitable development.
    - Ensuring gender equity and social inclusion in development projects.
    - Protecting cultural heritage and ensuring its preservation amidst development.
    - HIV and AIDS and other diseases transmission

### 5.6 Mitigation and Enhancement Strategies

To address these issues, the following mitigation and enhancement strategies will be implemented:

- **Environmental Mitigation Strategies**:
    - Launch afforestation and reforestation programs to combat deforestation and enhance biodiversity.
    - Establish sustainable waste management systems to reduce pollution.
    - Encourage the use of renewable energy sources to reduce environmental degradation.
    - Implement waste reduction and management strategies
- **Social Mitigation Strategies**:
    - Provide fair compensation for land acquisition, in accordance with the Land Act, 2012 and EMCA provisions.
    - Implement local job creation initiatives to support community empowerment.
    - Ensure inclusivity by actively involving women, youth, and marginalized groups in planning and implementation.
    - HIV and AIDS awareness creation campaigns by installing publicity boards and condom dispensers.

### 5.7 Monitoring and Evaluation

Ongoing monitoring and evaluation are critical to ensure that the ESIA objectives are met effectively. This will include the development of Key Performance Indicators (KPIs) to track environmental quality, social inclusion, and economic sustainability**.** Regular audits will be conducted to assess compliance with the Environmental Management and Coordination Act (EMCA)**,** the Physical and Land Use Planning Act, and other relevant laws.

### 5.8 Conclusion

The ESIA process is essential for the sustainable development of Awendo Municipality. By systematically assessing and addressing potential environmental and social impacts, the municipality can achieve its development objectives in a way that preserves its natural resources and enhances social well-being, all while adhering to Kenya's legal frameworks and international standards. This approach will help balance development with environmental conservation and social equity, ensuring that Awendo grows in a sustainable and inclusive manner.

## CHAPTER SIX
## IMPLEMENTATION MATRIX

This section outlines the implementation of the sector priority areas.

**Power Supply Priority**

| Sub-Program | projects | Key performance indicator | Planned targets | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|---|
| | Electricity distribution Expansion Project | No. of Households connected | 500 | 100 | 100 | 100 | 100 | 100 | KPC/KETRACCO | 50 |
| | Biogas energy generation | No of sites | 5 | 1 | 1 | 1 | 1 | 1 | PPPs/County Government Department of energy | 100 |
| | Solar energy panels distribution | No of Households | 500 | 100 | 100 | 100 | 100 | 100 | PPPs/County Government Department of energy | 5 |
| | ESIA Projects | No. ESIA projects done | 6 | 2 | 1 | 1 | 1 | 1 | Awendo Municipality board<br>Development Partners<br>NEMA | 1.2 |

**Water and Sanitation priority projects**

| Sub-Program | projects | Key performance Indicators | Planned targets | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|---|
| **Water and Sanitation** | Development of boreholes | No. of boreholes Drilled | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Development partners | 5 |
| | Bulk water pipeline | No. of Km of pipeline constructed | 10 | 2 | 2 | 2 | 2 | 2 | MIWASCO, Municipality board, Development partners | 5 |
| | Rehabilitation water works | No of Km rehabilitated | 10 | 2 | 2 | 2 | 2 | 2 | MIWASCO, Municipality board, Development partners | 2.5 |
| | Installation and replacement of Water meters | No. Water Meters Installed/Replaced | 500 | 100 | 100 | 100 | 100 | 100 | MIWASCO, Municipality board, Development partnership | 2.5 |
| | Sewerage DTF& purification network | No. of DTFs constructed | 3 | - | - | 1 | 1 | 1 | MIWASCO, Municipality board, Development partnership | 150 |
| | Public toilets | No. of Public toilets constructed | 3 | - | - | 1 | 1 | 1 | MIWASCO, Municipality board, Development partnership | 4.5 |
| | ESIAs | No of ESIA Projects done | 15 | 2 | 2 | 4 | 4 | 3 | Awendo Municipality board Development Partners NEMA | 3 |

**Storm Water Management Priority projects**

| Sub-Program | projects | Key performance indicators | Planned targets | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|---|
| **Storm Water Management** | Storm water holes cleaning | No of Km cleaned | 20 | 4 | 4 | 4 | 4 | 4 | Awendo Municipality board | 2 |
| | Management of Rivers | No of beautification trees planted | 20000 | 4000 | 4000 | 4000 | 4000 | 4000 | Awendo Municipality board | 1 |

Roads and Transport (Motorized and Non-Motorized) Priority projects

| Sub-Program | projects | Key performance indicator | Planned targets | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost |
|---|---|---|---|---|---|---|---|---|---|---|
| **Roads and Transport (Motorized and Non-Motorized)** | Speed humps | No of speed humps erected | 20 | 4 | 4 | 4 | 4 | 4 | Awendo Municipality board, Development partners and donors | 1 |
| | Street lighting | No of street lights constructed | 100 | 20 | 20 | 20 | 20 | 20 | Awendo Municipality board, Development partners and donors | 10 |
| | Maintenance street lights | No of streetlights maintained | 50 | 10 | 10 | 10 | 10 | 10 | Awendo Municipality board, Development partners and donors | 1 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Kerbing | No of Km of roads Kerbed | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Development partners and donors | 5 |
| | Rehabilitation of streets | No of km rehabilitated | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Development partners and donors | 20 |
| | Paving of streets and Side walks | No of km Paved | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Development partners and donors | 200 |
| | Road safety Awareness | No of sensitization meetings held with boda boda | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Development partners and donors | 2 |
| | ESIA Projects | No of ESIA Projects done | 3 | 1 | 1 | 1 | - | - | Awendo Municipality board, Development partners and donors | 0.6 |

Solid Waste Management Priority Projects

| **Sub-Program** | **projects** | **Key performance indicator** | **Planned targets** | **23/24** | **24/25** | **25/26** | **26/27** | **27/28** | **Funding Agency** | **Cost in Millions** |
|---|---|---|---|---|---|---|---|---|---|---|
| Solid Waste Management | Acquisition of waste | No. of Sites Purchased | 1 | - | - | 1 | - | - | Awendo Municipality board, Development partners and donors | 20 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| management site | | | | | | | | | |
| Contracting cleaning services | No of Contracts signed | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Development partners and donors | 100 |
| draft environmental policy | No of Policies prepared | 1 | | | | 1 | | Awendo Municipality board, Development partners and donors | 2 |
| Preparation of municipal integrated waste management plans | No Of MIWMP prepared | 1 | - | - | 1 | - | - | Awendo Municipality board, Development partners and donors | 2 |
| Purchase of waste transportation truck | No of trucks purchased | 2 | - | - | 1 | - | 1 | Awendo Municipality board, Development partners and donors | 20 |
| Routine management and maintenance of dump site | No of Staff hired | 20 | 12 | 2 | 2 | 2 | 2 | Awendo Municipality board, Development partners and donors | 40 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Environmental education | No of Education meetings held | 10 | 2 | 2 | 2 | 2 | 2 | Awendo Municipality board, Development partners and donors | 3 |
| | Conducting ESIA | No of ESIA projects done | 1 | - | - | 1 | - | - | Awendo Municipality board, Development partners and donors NEMA | 0.5 |

Housing Priority projects

| **Program** | **Key performance indicator** | **Number** | **23/24** | **24/25** | **25/26** | **26/27** | **27/28** | **Funding Agency** | **Cost in Millions** |
|---|---|---|---|---|---|---|---|---|---|
| Develop low-cost housing units | No of Units constructed | 200 | - | 200 | - | - | - | State Department of Housing and Urban Development | 600 |
| Review of spatial development plan | No of Plans Updated/Reviewed | 1 | - | - | - | 1 | - | Awendo Municipality board, Donors | 40 |
| | | | | | | | | | |

**Sports, Recreational, Social Cohesion and community infrastructure Priority Projects**

| Program | Key Performance indicator | Targets | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|
| Sports Facilities upgrading and development | No. of Stadia/Playgrounds secured | 1 | - | - | - | 1 | - | Awendo Municipality board, Development partners | 100 |
| Install Statues of prominent personalities/legends at strategic points | No. of statutes erected | 1 | - | - | 1 | - | - | Awendo Municipality board | 10 |
| Social Halls construction | No. of Social Halls Constructed | 1 | - | - | - | - | 1 | Awendo Municipality board | 20 |
| Recreation sites constructed | No of recreational sites constructed | 2 | 1 | 1 | - | - | - | Awendo Municipality board | 10 |
| Conducting ESIA | No of ESIA projects done | 4 | 1 | - | 1 | - | 1 | Awendo Municipality board, Development partners and donors NEMA | 2 |

**Telecommunication Priority Projects**

| Program | Key Performance indicator | target | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|
| PPP for fibre optic expansion | No of Km of Fibre connected | 10 | 2 | 2 | 2 | 2 | 2 | PPPs | 10 |
| Promotion of E-government | No of services digitized | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Development Partners | 30 |

**Tourism Economy Priority Projects**

| Program | Key Performance Indicator | Target | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|
| Marketing Awendo as a tourist destination. | Minutes of advert | 60 | 12 | 12 | 12 | 12 | 12 | Awendo Municipality board | 6 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Investment in conference facilities | No of Investment Conferences held | 1 | - | - | - | 1 | - | Awendo Municipality Board, Department of Trade CGM, LREB, Development Partners | 10 |
| Establishment of a tourist information centre | No. of tourist information centres established | 1 | - | - | - | 1 | - | Awendo Municipality Board | 10 |

**Economic development and growth Priority Projects**

| Program | Key Performance Indicators | Targets | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|
| Development of a major regional retail and commercial Market | No of Markets constructed | 3 | - | - | 1 | 1 | 1 | Awendo Municipality board | 250 |
| Promotion of Creative Industries (Film and Music) | No of exhibitions held | 2 | - | - | 1 | 1 | - | Awendo Municipality board, Kenya Film Commission | 10 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Development and support to SMEs through, mentorship, entrepreneurship training & establishment of incubators | No of Mentorship programs held | 2 | - | 1 | - | - | 1 | Awendo Municipality board, Department of Trade, Development Partners | 20 |

**Safety, Security and Good Governance Priority Projects**

| Program | Key Performance Indicator | Targets | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost in Millions |
|---|---|---|---|---|---|---|---|---|---|
| CCTV Installation | No of Camera installed | 10 | - | - | 3 | 3 | 4 | Awendo Municipality board, National Police Service, PPPs | 2 |
| High mast floodlights | No of Floodlights installed | 10 | - | - | 4 | 3 | 3 | Awendo Municipality board, National Police Service, PPPs | 1 |
| Social Cohesion and harmony | No Of Social Meetings Held | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, National Police Service, PPPs | 2.5 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Community policing | No of Community meetings Held | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, National Police Service, PPPs | 1 |
| Alcoholic Drinks Monitoring | No Of Joint routine inspections conducted | 60 | 12 | 12 | 12 | 12 | 12 | Awendo Municipality board, National Police Service, PPPs, Migori County Alcoholic Drinks Board | 4 |
| Fire & Disaster Management | No. of Firefighting Equipment acquired | 1 | - | - | - | 1 | - | Awendo Municipality board, National Police Service, PPPs | 40 |
| Road safety awareness interventions | No of sensitization meetings held | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, National Police Service (Traffic), PPPs | 3 |

**Social Cohesion Priority Projects**

| **Program** | **Key Performance Indicator** | **Target** | **23/24** | **24/25** | **25/26** | **26/27** | **27/28** | **Funding Agency** | **Cost** |
|---|---|---|---|---|---|---|---|---|---|

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Child care protection | No of Centres | 1 | - | - | - | 1 | | Awendo Municipality board, Department of Child Protection, National Police Service | 12 |
| Drug and Substance Abuse | No of Rehabilitation cenres constructed | 1 | - | - | - | | 1 | Awendo Municipality board, , Alcoholic Drinks Control board, National Police Service | 20 |
| Social cohesion | No of Cultural festivals conducted. | 5 | 1 | 1 | 1 | 1 | 1 | Awendo Municipality board, Department of Culture, National Police Service | 5 |

**Public Health Priority Projects**

| Program | Key Performance Indicator | Target | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost |
|---|---|---|---|---|---|---|---|---|---|
| Solid Waste Management | No. of Trips of waste collected | 1300 | 200 | 200 | 300 | 300 | 300 | Awendo Municipality board, Development Partners, PPPs | 26 |
| Environmental Management | No of waste Tracks Purchase | 3 | - | - | 1 | 1 | 1 | Awendo Municipality board, Development Partners, PPPs | 60 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cemeteries and Crematorium | No of Cemetries established | 1 | - | - | - | - | 1 | Awendo Municipality board, Development Partners, PPPs | 40 |

**Industrial Economy Priority Projects**

| Program | Key Performance Indicator | Target | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 | Funding Agency | Cost |
|---|---|---|---|---|---|---|---|---|---|
| Provide land as an incentive for industrial development | No of Acres of Land Provided | 10 | - | - | 5 | 5 | - | Awendo Municipality board, Development Partners, PPPs | 80 |
| Establishment of a grain mill | No of Mills established | 1 | - | - | 1 | - | - | Awendo Municipality board, Development Partners, PPPs | 100 |
| Establishment of a milk processing plant (expanding Awendo Farmers Dairy) | No. Milk Processing Plants established | 2 | - | - | - | 1 | 1 | Awendo Municipality board, Development Partners, PPPs | 100 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| and ground nut processing plant | | | | | | | | | |

# CHAPTER SEVEN
# INSTITUTIONAL FRAMEWORK

## 7.0 Preamble

This chapter provides and outlines the institutional framework that will be applied for the purpose of implementing the Municipal Integrated Development Plan. The Municipality is a Semi-Autonomous Government Agency established as per the requirements of Urban and Cities Act of 2011.

## 7.1 Mandate

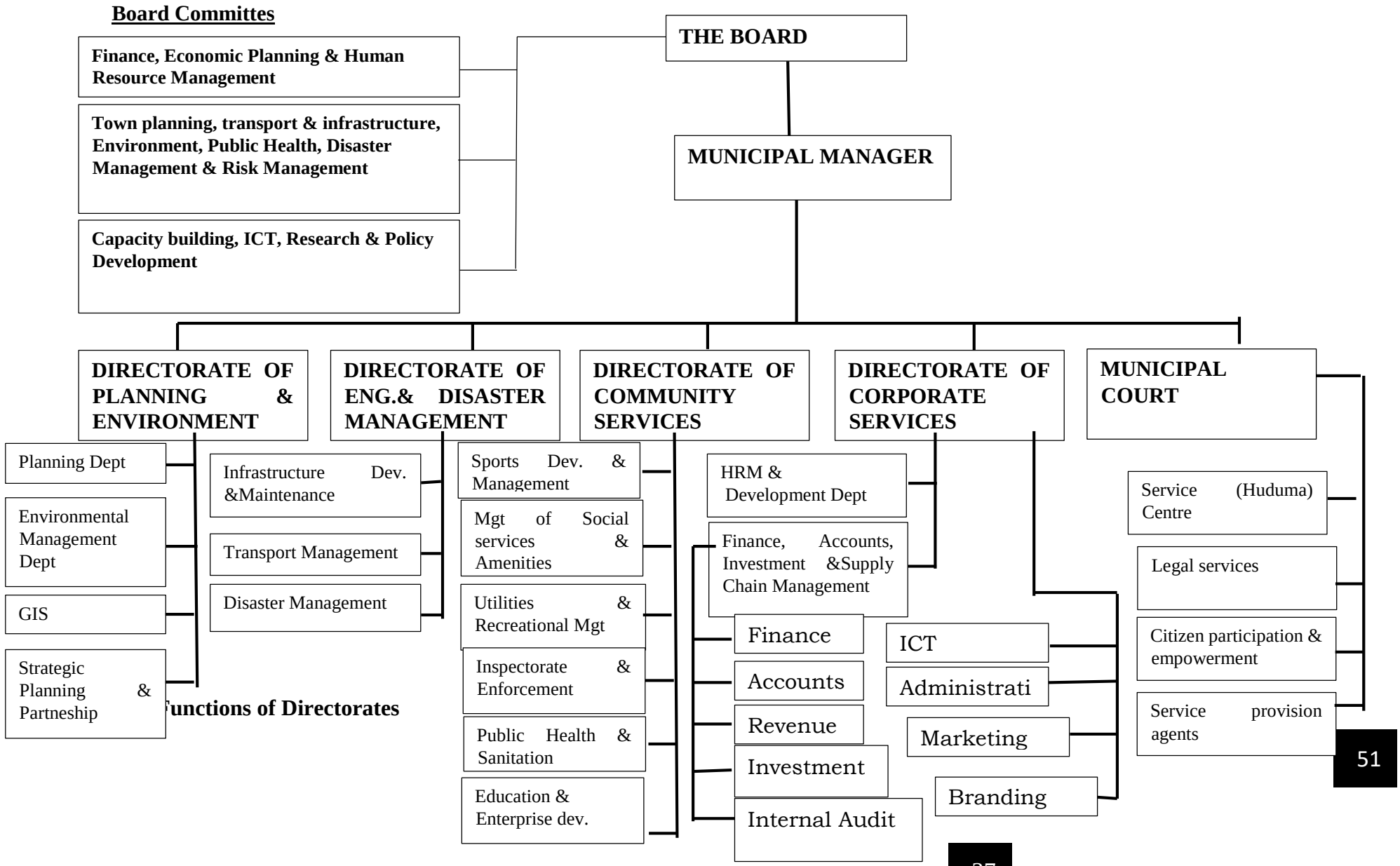
By invoking the sections of the Urban Areas and Cities act of 2011, the County Government of Migori gazetted the charter for Awendo municipality on 28th December 2018 which establishes the Awendo Municipality. This is an institution mandated to perform functions as follows;

(a) Promotion, regulation and provision of refuse collection and solid waste management services;
(b) Maintenance of urban roads and associated infrastructure;
(c) Maintenance of storm drainage and flood controls;
(d) Maintenance of walkways and other non-motorized transport infrastructure;
Maintenance of street lighting;
(e) Maintenance and regulation of traffic controls and parking facilities;
(f) Maintenance of bus stands and taxi stands;
(g) Regulation of outdoor advertising;
(h) Maintenance and regulation of municipal markets and abattoirs;
(i) Maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
(j) Promotion, regulation and provision of municipal sports and cultural activities;
(k) Promotion, regulation and provision of animal control and welfare;
(l) Enforcement of municipal plans;
(m) Maintenance of administrative offices;

Any other functions as may be delegated by Migori County Government

## 7.2. Organization Structure

### 7.2.1 Awendo Municipality Organizational Structure




**Functions of Directorates**

*Functions of Directorates*

| **Service provision Agents** | **Planning and Environment** | **Community services** | **Municipal manager** | **Corporate services** | **Engineering and Disaster Mngt** |
|---|---|---|---|---|---|
| • Internal partners<br>• NGOs<br>• CBOs<br>• Institution s<br>• CDF<br>• Religious Orgs<br>• National Gov. Agencies<br>• Women Rep related Funds<br>• Senatorial related Funds | • Building /development Control<br>• Town Planning<br>• Environmental Monitoring & Compliance<br>• Road's signage<br>• Street furniture<br>• Valuation services<br>• Quantity surveying<br>• Housing Services<br>• Housing Projects<br>• Housing Finance Housing Administration | • Secretariat/ Committee Services<br>• Office Auxiliary Services<br>• Records & Archives<br>• Cleaning Services<br>• Customer Care Services<br>• Switchboard/Reception | • Stores and Disposal Management<br>• Legal & ERM Services<br>• Huduma Centre services<br>• Investment Modelling<br>• Performance Management Service<br>• Provision Agencies/Partners | • Labour Relation Management & Employee Wellness<br>• Skills Development<br>• Staff welfare management<br>• Pension Management | Street lighting and service lines<br>Structural engineering services<br>Mechanical Engineering services<br>Electrical installation and controls<br>•Water & Irrigation infrastructure<br>•Traffic Services<br>LawEnforcement |

### 7.2.3: Functions of the Municipality Board

The Board of the Municipality shall perform the following functions:

(a) Oversee the affairs of the Municipality;
(b) Develop or adopt policies, plans, strategies and programmes and set targets for service delivery;
(c) Maintaining a comprehensive database and information system of the administration;
(d) Administering and regulating its internal affairs;
(e) Implementing applicable National and County legislation;
(f) Monitoring and, where appropriate, regulating Municipal services where those services are provided by service providers other than the Board of the Municipality;
(g) Preparing and submitting its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
(h) Monitoring the impact and effectiveness of any services, policies, programs or plans;
(i) Establishing, implementing and monitoring performance management systems;
(j) Promoting a safe and healthy environment;
(k) Facilitating and regulating public transport
(l) Performing such other functions as delegated by the Governor.

### 7.2.4: Roles and Responsibilities of Awendo Municipality Key Personnel's

#### 7.2.4.1: Municipal manager

The Municipal Manager shall implement the decisions and functions of the Board of the Municipality and shall be answerable to the Board.

The Municipal Manager shall perform the following functions:

(a) Act on behalf of the Board of the Municipality in ensuring the execution of the directives of the Board of the Municipality;
(b) Keep all the minutes and other records of the Board.
(c) Prepare and present for approval by the Board of the Municipality an annual estimate of revenue and expenditure to fund and carry out the programmes and operations of the Board;

(d) Be principally responsible for building and maintain a strong alliance and effective working relationships between the Board of the Municipality and the civil society, private sector and community-based organizations;
(e) Cause to be prepared, transmitted to the Board of the Municipality, and published at an annual report on the activities and accomplishments of the departments and agencies comprising the executive branch of the Municipality.
(f) Act as an ex-officio member of the Board and of all committees of the Board of the Municipality; and
(g) Such other functions as the Board may, by order, confer upon the Municipal Manager.

The Municipal Manager shall be fully responsible for the proper conduct of the executive and administrative work and affairs of the Municipality and shall thereby have the powers to:

(a) Exercise supervision over all departments and agencies of the Municipality and provide for the coordination of their activities;
(b) Enforce the provisions of the Municipal Charter, Municipal Regulations, and all applicable laws;
(c) Exercise such other powers as may be prescribed by the Charter, Regulations and applicable laws.

The Municipal Manager shall:

(a) Attend all Board of the Municipality meetings unless excused by the Chairperson of the Board or the Board of the Municipality;
(b) Make reports and recommendations to the Board of the Municipality about the needs of the Municipality;
(c) Administer and enforce all Municipality Regulations, resolutions, franchises, leases, contracts, permits, and other Municipality decisions;
(d) Organize Municipality departments and administrative structure;
(e) Prepare and administer the annual Municipality budget;
(f) Administer Municipality utilities and property;
(g) Encourage and support regional and inter-governmental Cooperation;
(h) Promote cooperation among the Board of the Municipality, staff and citizens in developing Municipality policies and building a sense of community;
(i) Perform other duties as directed by the Board of the Municipality, the Governor and CECM in charge of the department in which the municipality is domiciled;
(j) Delegate duties, but remain responsible for acts of all subordinates.

### 6.2.4.2: Head of Directorates

- Director of Planning, Development Controls and Environment;
  Supervise the staff and activities of the directorate.

- ❖ Director of Engineering and Disaster Management; Supervise and oversee the directorate functions
- ❖ Director of Community Services; Supervise and oversee the directorate functions
- ❖ Director of Corporate Services; Supervise and oversee the directorate functions
- ❖ Head of Municipality Court; In charge of all Court activities

## 7.3: Resource Requirement

### 7.3.1 Human Resource Requirement

Optimal staffing is an essential requirement to effectively implement the mandate of the Municipality and particularly for the implementation of this IDeP. This section illustrates the various departments of the Municipality highlighting the staffing requirements vis-à-vis the current staff establishment as follows;

*Human Resource Requirement*

| Departments | Functions | Staff Required | Staff established |
|---|---|---|---|
| Planning | Planning of the Municipality | 3 | 1 |
| Environmental Management | Manage environmental issues | 2 | 1 |
| GIS | Geographical Information System administration | 1 | 0 |

| Departments | Functions | Staff Required | Staff established |
|---|---|---|---|
| Strategic Planning and Partnership | Plan for the Municipality and Develop partnership with external organs | 2 | 0 |
| Infrastructure Development and Maintenance | Maintenance and development of infrastructures | 2 | 1 |
| Transport Management | In charge of transport and logistics | 3 | 0 |
| Disaster Management | Management of Disaster response and preparedness | 1 | 1 |
| Sport Development and Management | In charge of sports and sporting facilities | 1 | 0 |
| Utilities and Recreational Management | Management of recreational parks | 1 | 0 |

| | | | |
|---|---|---|---|
| Inspectorate and Enforcement | Management of enforcement and maintain law and order | 30 | 10 |
| Education and Enterprise | Facilitate trainings | 1 | 0 |
| HRM and Development | Staff management | 1 | 0 |
| Finance/Account | In charge of municipal finances | 1 | 0 |
| Revenue and Investment | Revenue collection and municipality investments | 1 | 0 |
| Supply Chain Management | Procurement procedures | 1 | 0 |
| Internal Audit | Auditing the department internally | 1 | 0 |
| ICT | carry out ICT functions | 1 | 0 |
| Administration | Administrative duties | 1 | 0 |
| Marketing and Branding | Outdoor advertisement and marketing municipal services and products | 1 | 0 |
| Legal Service Section | Municipality Legal adviser | 1 | 0 |
| Citizen Participation and Empowerment | Plan and execute citizen fora | 1 | 0 |
| **Departments** | **Functions** | **Staff Required** | **Staff established** |
| Social Safeguards | Getting and recording complain and compliments | 1 | 1 |
| Registry | Management of registry and records | 2 | 0 |
| Monitoring, Efficiency and Evaluation | Monitoring and evaluating the efficiency of municipality staff and projects | 1 | 0 |
| Markets Management | Overseeing municipality markets and trading centres | 1 | 0 |
| Waste Management | Cleaning, Collection and Disposal of waste | 100 | 50 |
| Public Health Officer | To promote public health services in the Municipality | 3 | 0 |
| **Totals** | | **165** | **65** |

### 7.3.4. Financial Resource Requirements

The financial requirements for the implementation of this plan have been estimated for each Programme as depicted in the Migori County CIDP 2023 – 2027 and the ISUDP for Awendo town 2018 - 2038.

### 7.4: Financial Mobilization

The Municipality shall employ elaborate mechanism to mobilize the required financial resources to cope with the rising demand for development as stipulated in this plan. Primarily, the municipality, being a Semi-Autonomous Government Agency, is funded from budgetary allocation of the County Government of Migori. The Municipality has got a separate vote and operates independently to contribute to the overall county growth. While funding by the County Executive shall be made each year, this funding may not be sustainable given the needs identified in this plan.

The CIDP identifies the various internal and external sources that the government may exploit in order to mobilize financial resources for allocation to its various departments and agencies as follows;

i. Property taxes and rates
ii. Entertainment taxes
iii. Licences and permits
iv. User fees and charges
v. Penalties
vi. Transfers from national government in accordance with Article 203 (2) vii. Any conditional or unconditional grant from national government
viii. Grants from development partners as well as the Public-Private Partnerships (PPPs) arrangement

While this is a role of the county treasury, the Municipality Board shall spear head the adoption of this and any supplementary mechanisms to augment the efforts of the treasury to specifically fund the investment projects and services in the municipality.

### 7.5: 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 Awendo 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<br>• Secondment of qualified personnel<br>• Provision of Offices and equipment's<br>• Establishment of Municipality<br>• Appointment of Board Members<br>• Appointment and employment of Municipal Manager<br>• Provision of Funds |
| County Assembly | • Legislating on issues affecting the municipality<br>• Budgetary Allocation and Approval<br>• Vetting Board Members<br>• Oversight role |
| National Government | • Provides policy direction, financial resources and technical support<br>• Capacity building<br>• Legislation of laws that safeguard the interest of the County<br>• Policy direction<br>• Secondment of qualified personnel |
| Judiciary | • Enforcement of the law<br>• Provision of staff to municipal court |
| Other County Governments departments and Municipalities | • Collaboration on political and social economic development<br>• Knowledge and information through Benchmarking |
| **Stakeholders** | **Roles** |
| NGO and Civil Society Chambers of Commerce | • Support capacity building<br>• Taking care of street children<br>• Taking care of neglected HIV Children<br>• 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<br>• Corporate Social Responsibility |

| | |
|---|---|
| Development Partners (World Bank) | • Liaison in formulation of sector policies<br>• Support sector development programmes and projects<br>• Capacity building<br>• Create linkages with international donors |
| Education, Governance and Research Institutions | • Capacity building<br>• Conducting research |
| Government Agencies/ State Actor | • Mapping of investment opportunities<br>• Capacity building<br>• Product development<br>• Regulation and licensing<br>• Provision of trade and industrial development credit |

# CHAPTER EIGHT:
# MONITORING AND EVALUATION FRAMEWORK

## 8.0 Preamble

This chapter enunciates the monitoring and evaluation framework that will be used to track progress on implementation of programmes and projects of the municipality. Through Monitoring and evaluation, the municipality safeguards public interest by ensuring accountability for development results. The M&E mechanism outlined here mirror those set out in the CIDP to measure the efficiency and effectiveness of public policies, programmes and projects while providing channels for policy implementation feedback hence efficient allocation of resources. It indeed sets the basis for a transparent process by which the citizenry and other development stakeholders can undertake a shared appraisal of results.

Monitoring, involves the collection of routine data to measure progress toward achieving programmes intervention results. It is usually an ongoing and continuous process that requires the collection of data at multiple points throughout the programme/intervention cycle, including at the beginning to provide a baseline. More so, monitoring usually pertains to counting, tracking and collecting and analyzing data to assess progress.

Evaluation on the other hand focuses on why results are or is not getting achieved and thus deals with issues of interpretation, relevance, effectiveness, efficiency, impact or sustainability. Evaluation permits us to identify successful strategies; modify or discontinue programme interventions that do not yield desired outcomes and share findings with other programs and stakeholders. In summary, monitoring is internal to the programmes undertaken and measures actual performance against expected outputs while as evaluation measures overall changes due to programmes interventions and inform future resources allocation.

## 8.1 Monitoring and Evaluation Approach

The Municipality will adopt the County Integrated Monitoring and Evaluation System (CIMES) whose main aim will be to improve the effectiveness and quality of tracking of implementation of various development programmes and sub-programmes. To ensure that there is a clear way of measuring performance, the it will develop a Performance Management Plan that will see that all commitments made in this plan are translated into performance contracts with public officers in the Sector.

Additionally, annual Work Plans will form the basis for execution of this plan as they will inform the performance contracting with the County Government.
The Municipality shall cascade the Annual Work Plan downwards to individual work plans and effectively create a basis for performance appraisal.
Action plan shall be used to outline the milestones and deliverables as well as their respective due dates for the activities for which they take lead responsibility. From the milestones, deliverables and due dates, monitoring sheets will be prepared. The monitoring sheets will form the basic tool for M&E of the annual work plan. In order to ensure that planned activities are progressively implemented; and that setbacks and variations are addressed as they arise, the municipality will ensure that monitoring structures are put in place.

## 8.2 Monitoring and Reporting Mechanism

*Monitoring and Reporting Mechanism*

| Type of Report | Purpose | Frequency | Responsibility | Report to Who |
|---|---|---|---|---|
| Annual Reports | Detail annual achievements of the Municipality vis-à-vis the outcome indicators; outlining the targets met, challenges and recommendations for the subsequent plan cycle | Annual | Municipal Manager | CECM, H.E. Governor County Assembly |
| Semi Annual Reports | Provides midyear evaluation of the Municipality programmes | Bi-Annual | Municipal Manager | Municipal Board |
| Quarterly Reports | Details Municipality status with regard to achievement of the | Quarterly | Directors | Municipal Manager |

| Type of Report | Purpose | Frequency | Responsibility | Report to Who |
|---|---|---|---|---|
| | outcomes providing opportunity for amendment and recommendations based on evaluation. | | | |

| | | | | |
|---|---|---|---|---|
| Monthly Activities Reports | These will provide information with regard to various Sector programmes activities undertaken in the month as per the work plan e.g. status reports. It should highlight the timelines met, challenges and possible recommendations | Monthly | Municipality Technical Officers | Directors |
| Institutional Framework Information | Information on the Municipal staff- the competence to deliver the Strategic Plan | Quarterly | Municipal Manager | CEC |
| Performance Contract Annual | The annual performance contract report provides the status of achievements attained by the | Quarterly and Annually | Directors | Municipal Manager & CEC, |
| **Type of Report** | **Purpose** | **Frequency** | **Responsibility** | **Report to Who** |

| | | | | |
|---|---|---|---|---|
| evaluation report | Individuals in the Municipality annually. This details actual performance against target contained in the performance contract | | | |

### 8.3 Midterm Review and Terminal Evaluation

The Municipality will conduct evaluation in two stages; Midterm Review and End-term/ Terminal Evaluation. By 2021/2022, the Sector should conduct Midterm Review which is the mid-planning period to access overall performance over the period against the expected results. The review will assess the programmes undertaken, achievement of objectives, outcomes, strategies and target outcome indicators to inform the adjustment of the Sectoral Plan for the 2nd half of the implementation of plan. The consecutive adjusted plan is not expected to take major deviations after the review. However new priority activities may be added.

Finally, at the end of 2024, the Sector will undertake terminal evaluation to determine the overall success of the strategic plan, taking note of lessons learnt and recommendations to the next planning period. The overall monitoring and evaluation matrix is detailed below:

### 8.4 Evaluation Matrix

The overall midterm review and terminal evaluation matrix is detailed below.

*Evaluation Matrix*

| Programmes | Baseline data (initial) | Expected Outputs | Actual Outputs | Budget (Planned Cost) | Actual Cost | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |

### 8.5 Risk Assessment

The Risk assessment is a proactive approach that allows programmes to be managed in a structured manner that limit wider variations and effectively bear better results in terms of successful implementation of programmes for service delivery to citizens. The Municipality has designed this to identify the impending risks to the effective and efficient operations.
Environmental, political, organizational, operational, financial and technological risks affect implementation of programmes and eventual outcomes. Risk mitigation should be recognized and applied at all these levels. The foregoing risks call for accountability; monitoring and reporting which is a continuous activity ought to be given a priority.

Using the Low, Medium and High risk ranking on the basis of Likelihood and impact, the significant risks are highlighted as follows:

**Risk Assessment**

| Key Risk | Likelihood (H/M/L) | Impact (H/M/L) | Contingency Plan/ Steps to Mitigate Risk | Person(s) Responsible |
|---|---|---|---|---|
| 1 Political instability and Insecurity (e.g. election unrest, terrorism etc.) | Low | High | Utilizing already existing county government structures, national government and other key actors | Office of the Governor |
| 2 Limited Financial Resources | Medium | High | Development of sustainable income generating programmes | CEC and Chief Officer |
| 3 Insufficient collaboration, cooperation and strategic partnerships with relevant stakeholders (PPP) | Medium | High | Enhancing partnerships with various stakeholders | Municipality Board/ CEC |
| 4 Inadequate resources in terms of technical staff | Medium | High | Identifying, developing and retaining the requisite human resources to support the strategy Development and implementation of a competitive remuneration and benefits policy | Public Service Board |
| 5 Rapid technological advancement | Medium | High | Integrating information and communication technologies in the processes of services provision | Directors |

| | | | | |
|---|---|---|---|---|
| 6 Resistance to change | Medium | High | Employee engagement; highly directed, engaged, mobilized county officers Team building Communicating the vision and strategy to all effectictively | Municipal Manager |

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