



MIGORI MUNICIPALITY

Strategic Plan 2020-2025





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ABBREVIATIONS & ACRONYMS

CBO	Community Based Organization
CECM	County Executive Committee Member
GA	County Government Act
CIDP	County Integrated Development Plan
COK	Constitution of Kenya
CSO	Civil Society Organization
GOK	Government of Kenya
ICT	Information Communication and Technology
IGAs	Income Generating Activities
IT	Information Technology
MCA	Member of County Assembly
MOH	Ministry of Health
NGO	Non-Governmental Organization
PESTEL	Political, Economic, Social, Technological, Ecological, Legal
PFMA	Public Finance Management Act
SWOT	Strengths, Weaknesses, Opportunities and Threats
UACA	Urban Areas and Cities Act

MESSAGE FROM THE GOVERNOR



I have the honour and pleasure to present this Migori Municipality Strategic Plan. The plan is a conscious demonstration of the County government of Migori's appreciation for sustainable urban development. It is the first-generation five-year strategic plan for the municipality and comes in time to address the organizational and urban development challenges brought about by the demands for service delivery to the citizens as guided by the provisions of the Kenyan constitution.

The Kenyan constitution 2010, created a devolved system of governance 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. Migori Municipality is a created entity derived from the Act.

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 on the newly institutionalized Migori Municipality. The plan sets forth a direction to address the development needs for the municipality. It has been informed largely by the Migori County Integrated Development Plan 2018-22, Migori ISUDP and also the Migori IDEP to reflect the aspirations of the people of Migori for a vibrant and prosperous Municipality. It has been crafted to specifically provide for the development needs of the residents of the municipality and specifically in a manner that contributes to the overall county socio-economic well-being.

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 that has led to the prioritization of Seven key programmes/objectives to deliver the 'Municipality Dream'. These priority areas include Urban Institutional Development, Urban Infrastructure Development, Trade and Enterprise Development, Disaster Management, Public Health and Social Services, literacy and Social Protection, Environmental management. I affirm that we, together shall achieve the dream.

His Excellency, Zachary Okoth Obado.
The Governor, Migori County

MESSAGE FROM THE COUNTY EXECUTIVE COMMITTEE MEMBER



The preparation of Migori Municipality Strategic Plan was initiated by the County Government of Migori, Department of Lands, Housing & Physical Planning within its mandate of preparing plans and policies documents to guide development. This is an important milestone not only for the Department but also for the municipality and the county at large since it will lead to the orderly and sustainable development of the town. The Plan is timely coming at a time when the country is involved in many initiatives to transform into a globally competitive and prosperous nation and when our urban areas and secondary towns are experiencing rapid developments as a result of devolution.

The Plan details the vision that will guide the short-term development of the municipality for a period of 5 years. It aims at achieving an organized, integrated, sustainable and balanced development of the municipality, hence informing the future use and distribution of activities by providing a framework for better spatial organization and linkages between different activities within the urban space.

The approach adopted during the preparation of the Plan was highly participatory, collaborative and consultative and it brought on board participants from diverse backgrounds. This is not only in conformity with the Constitutional requirements on public participation in policy making but it is hoped that this will provide the requisite basis for the implementation of the Plan.

For our county to be globally competitive, we need to balance development across it and promote optimal utilization of land and land-based resources as well as to cultivate a strategic approach to development in order to address the intertwined problems of regional imbalances, skewed development and unsustainable human settlements. Let us all individually and collectively commit ourselves to the realization of the development policies and strategies contained herein and continue working together in order to realize our shared vision of a prosperous and vibrant county.

ELIJAH ODHIAMBO

CECM

DEPARTMENT OF LANDS, HOUSING AND PHYSICAL PLANNING



CHAIRMAN: MESSAGE

The Constitution of Kenya (2010) Article 184 thereof envisages Kenya urban areas and cities Act, as a result of that **Migori Municipality Strategic plan 2020-2025** is wherefore anchored on that premises.

Indeed there are other Acts of Parliament to wit:- **County Government Act(2012)**, **the Public Finance Management Act (2012)**, **Urban Areas And Cities Act (2011)** Migori County integrated Development plan **2018-2022**, and vision 2030 which is in support of Migori Municipality strategic plan 2020-2025.

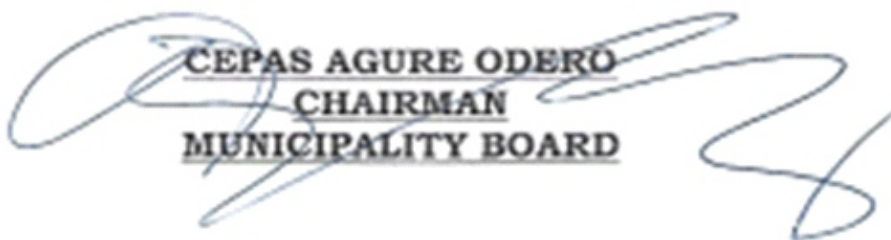
As a board we are truly focused to ensure that Migori Municipality strategic plan 2020-2025 is implemented fully in achieving 2030 millennium goal.

That it is incumbent upon our various committees to consider focusing and considering the facets thereof as entrenched in the strategic plan in creating a conducive environment for the residence within the municipality.

We have formulated a very comprehensive and achievable plan, hence calls for public participation as enumerated in our vision, mission, and, core values, Governance just to mention a few

We have a competent team that shall ensure that this strategic plan and the facets as contained therein is achieved fully.

I wish our stakeholders well in all their endeavours.


CEPAS AGURE ODERO
CHAIRMAN
MUNICIPALITY BOARD

ACKNOWLEDGMENTS FROM THE MUNICIPAL MANAGER



The strategic Plan has been developed through a consultative process involving the Municipal Board of Management, the technical staff of the Land's Department of the County Government of

Migori and other Key stakeholders. The participatory approach was useful in enriching the process, programmes and other initiatives proposed and ensuring ownership of the Plan at all levels, to subsequently facilitate effective implementation. The plan will be the key communication tool that forms the basis of engagement with both internal and external stakeholders in the course of implementing the Board's mandate.

The Board of Municipality and the Department of Land where the Municipality is domiciled conducted an elaborate contextual analysis that entailed determination of operational challenges taking into account both internal and external environments. It analyzed its internal strengths and weaknesses as well as the external opportunities and threats while considering the existing policy, political, economic, social, technological environmental factors and Legal frameworks. In addition, the Board conducted stakeholder and risks analyses in order to identify its internal and external stakeholders, their expectation and functional relationships with the Board of Municipality, together with potential risks during the implementation of the plan. These analyses were instrumental in identifying mitigation measures and strategic issues that need to be addressed. In line with the Board's mandate, the analyses informed the formulation of the vision, Mission and core values, determining the strategic themes and issues that need to be addressed in each thematic area, and subsequently formulating appropriate corporate objectives, strategies and activities.

The Plan also identified three thematic areas, to facilitate the Board of Municipality mandate in line with its core business. The key goals of this strategic plan therefore entail: Good governance for wealth creation and employment, sustain proper land use management and Municipal institutional transformative development whose main objective is to improve social amenities and transport connectivity.

The programmes and activities in the strategic plan will be financed through internal and external sources. The anticipated internal sources of finance include, receipts from the County Government of Migori and appropriation in Aid (AiA) while external sources of finance include grants from Development partners.

The Municipality of Migori management is committed to facilitate the development and institutionalization of an appropriate corporate culture that supports successful implementation of the strategic plan, guided by the core values of; Professionalism, Integrity, Innovation, Inclusivity, Teamwork, Respect for the rule of Law, Accountability, Confidentiality and Transparency **(PIITRACT)**.

In conclusion, I sincerely thank the CECM in charge of Lands, Physical Planning and Urban Development for the overall leadership, The Municipal Board of Migori Municipality, the Chief Officer in charge of Physical Planning and Urban Development, Chief officer in charge of Housing , Land and Surveying and the directors and all the technical staff of the Land's Department of the County Government of Migori in the development of this strategic Plan. I also thank key stakeholders for their invaluable comments that led the overall improvement of this plan.

Mr. Musa Olwalo
Municipal Manager
Migori Municipality



The Strategic Planning Workshop Held at Blue Ridge Hotel,
Mbita Rusinga on 29/06/2020

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Migori Municipality Strategic Plan is anchored in the Constitution of Kenya (2010), County Governments Act (2012), the Public Finance Management Act (2012), the Urban Areas and Cities Act (2011), Migori County Integrated Development Plan (2018-2022) and the Vision 2030. These pieces of legislation provide the legal frameworks that govern Development Planning which enhances linkage between policy, planning and budgeting.

Migori Municipality is one of the urban areas within Migori County. The Municipality is also County headquarters of Migori County. It is situated in the central part of the County in Suna East & West sub-counties. Migori town is located to the South-West of Kenya in Migori County. Its geographical coordinates are 1°04' 0" South, 34°28' 0" East. The town is located 371 km South West of Nairobi through the A1 road via Narok and Kisii towns, 182 km South of Kisumu city through Migori-Kisumu road via Homabay and Rongo towns and 31.4 km to the North of the Tanzanian border. The Municipality originally covered an area of approximately 49Km² but now it has been expanded to cover an area of approximately 202Km², surrounding its five neighborhood centres: Suna Central, Kakrao, Ragana-Oruba and Waswetta II and God-Jope. It also covers the whole of Suna Central, Oruba Ragana & parts of Kakrao, God Jope & Waswetta II Wards.

1.2 Population

According to the 2019 Kenya Population and Housing Census: Volume II Migori municipality has a total population of 84,781. The current municipality area (202.7km²) includes four wards that include, Suna Central, Kakrao. Main commercial activities include selling of new and second hand clothes (mitumba), hardware, livestock, education, health, recreational and social welfare. Industrial activities include motor garages, pottery, jua kali, printing, milling confectionary, bakery, tea, machining. Its climate is equatorial, with influences from altitude. In addition, by the virtue of being located about 55Km from Lake Victoria at Muhuru Bay, Migori's climate is significantly affected by its proximity to the lake. The Municipality receives between 700mm and 1800mm of rain annually. Its rainfall distribution is bimodal with the highest amount of rain between March and May (long rains) and between September and November during the short rain season. The dry season sets in between December and February. The rainfall favors the cultivation of tobacco, sugarcane, maize, beans, coffee, groundnuts and vegetables.

1.3 Municipality infrastructure

Infrastructure comprises of transport network, power supply, telecommunication, water and sewerage, education facilities, health facilities, markets, housing, solid waste management, Drainage system, Trade and Tourism and disaster Management systems. It does not have any rail network, port or airport. The town only has an airstrip that needs to be upgraded. The municipality is well served with road network with majority of areas being accessible during the dry season.

1.3.1 Water and sanitation

Migori Water & Sanitation Company (MIWASCo) Limited is the main water supply company in Migori town and has been in operation since July, 2014. The other company that supplies water in the town is

Nyasare Water Supply and Sanitation Company (NYAWASSCO) which is situated along Nyasare River Valley to the North and West of Migori town. The Municipality has no sewerage system. Migori Municipality has no housing scheme. The only available social housing is those occupied by the police that were done by the national government. The typologies include; flats, maisonettes, huts, bungalows, row housing etc. The municipality, through the County Government, has provided waste skips and trucks for refuse disposal and collection respectively in designated areas.

The Municipality has various social services such as schools, hospitals, shops, public transport as indicated in the table below:

Table 1.1: Amenities in Migori Municipality

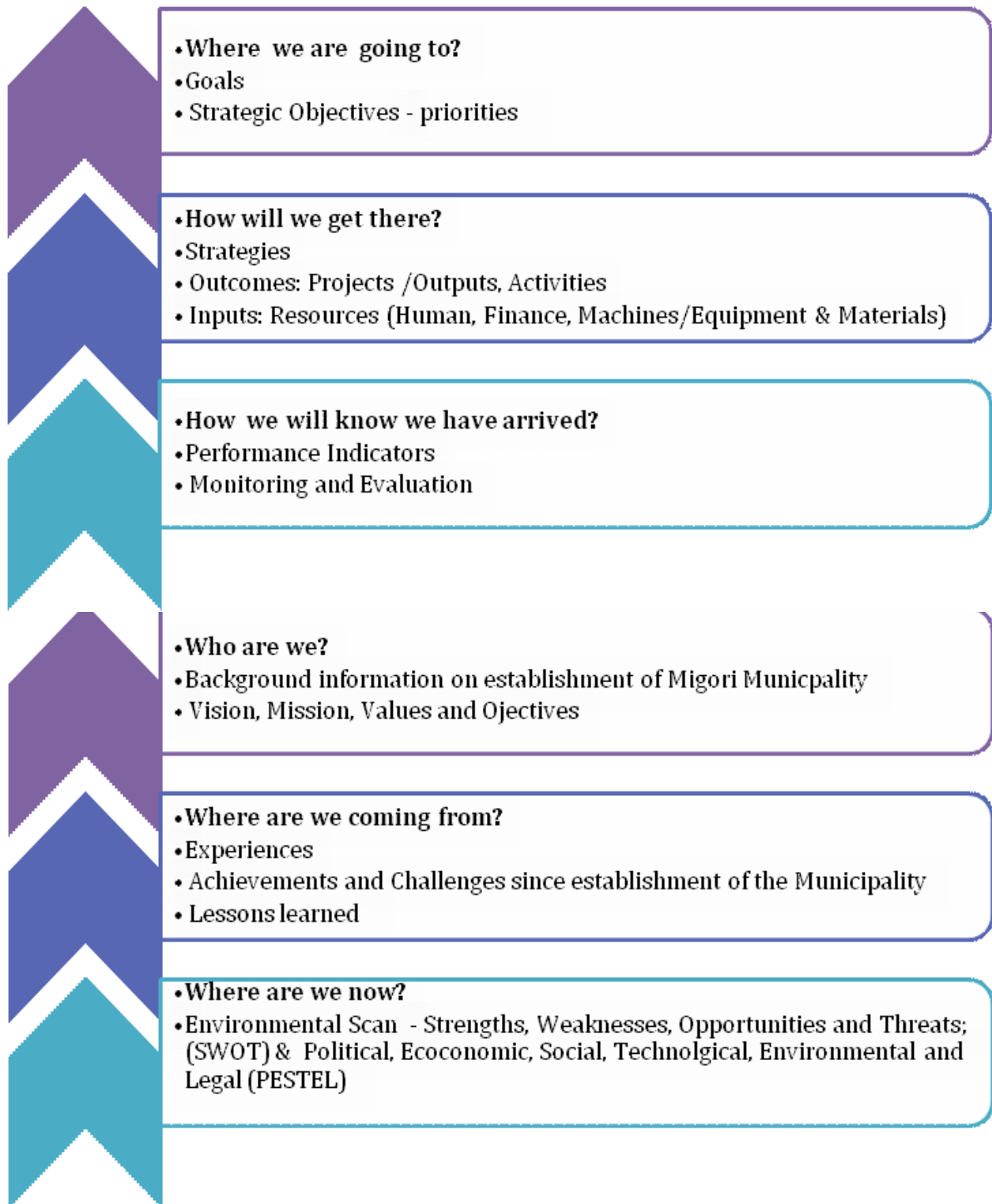
No	Amenity	Number of units
1.	Primary schools	55
2.	Secondary schools	13
3.	Universities	-
4.	University teaching centers	1
5.	Polytechnics	2
6.	Public parks	-
7.	Prisons	1
8.	Museums	-
9.	Roads	258km
10.	Markets	12
11.	Historical monuments	-
12.	Health facilities	39
13.	Cemetery	2
14.	Arbiters	2
15.	Libraries	-
16.	Community centers/Social Halls	-
17.	Recreational facilities	3
18.	Stadia	1

The major disasters in Migori are conflicts and fires within institutions, businesses and domestic homes. There is a fire station constructed within the municipality. However, there is no ambulance and firefighting machinery that can respond to these disasters as quickly as necessary.

CHAPTER TWO

2.0 THE STRATEGIC PLANNING CONTEXT

The planning context centered around six core questions being looked at and responded to; Where are we now? Where are we coming from? Who are we? How will we get there? Where are we going? How will we know we have arrived?



This is the first Strategic Plan of Migori Municipality (2020-2025). In the last one year, the Municipality spent time defining itself and getting its footing on the ground. The experience and the gains made have guided the development of this Strategic Plan. The strategy comes at a time when the county is set out to upgrade its satellite towns to a new status that requires a more pragmatic approach in its growth pattern and process. The wealth of experience in the area of town planning has so far been within large towns in the country, however, with devolved governance system. The planning context took into cognisance our Vision, Mission and Values.

Vision

To be aliveable and all-inclusive municipality

Mission

To create a conducive environment that enhances socio-economic development of Migori Municipality

Core Values

- **Integrity-** The municipality which upholds tenets of honesty, sincerity, faithfulness in the conduct of its affairs.
- **Transparency and Accountability-** Migori Municipality will perform all functions in a transparent and accountable manner.
- **Innovativeness-** we shall promote the use of technology, creativity, new ideas in enhancing development in the municipality
- **Professionalism-** We shall ensure that right competencies are involved in their respective areas of operations.
- **Respect for the rule of law-** Migori Municipality shall undertake its affairs in accordance to the constitution and other enabling provisions of the law
- **Inclusivity-** the Municipality shall ensure no discrimination of persons based on gender, origin, tribe, culture, disability etc in its operations.
- **Teamwork-** The Municipality will work closely with the residents and donors to achieve common goals
- **Confidentiality-** respect of residents and maintaining professionalism will be maintained at all times by the staff

Goals

The strategic plan is driven by four major goals namely:

Goal 1

To promote good governance for wealth creation and service delivery

Goal 2

To establish and sustain programmes on proper land use and environmental management

Goal 3

To promote Municipal Transformation and Institutional Development in the Municipality

Goal 4

To enhance partnerships and collaboration for development

Programmes

The key programs identified to achieve the strategic objectives are:

1. Municipal Transformation and Institutional Development;
2. Good governance and Community Participation;
3. Land use and Environmental Management
4. Disaster Management
5. Basic Services and Infrastructure Development
6. Trade and enterprise development

2.1 Governance and Management Structure

2.1.1 Background of the Migori Municipal Board

It is based on the foregoing that in the year 2018, through a County Assembly resolution, the Migori County Governor conferred the status of a Municipality to Migori town by granting it a municipal charter. On the 20th March 2020 This charter was officially gazetted in the Kenya Government gazette Notice Vol. CXXII—No. 50. This culminated in the establishment of the first Migori municipality board and recruitment of the first municipal manager as the very fundamental aspects to institutionalize the municipality of Migori. The charter outlines the functions of the board as follows:

2.1.2 Functions of the MigoriMunicipal Board

That pursuant to Article 184 of the Constitution of Kenya, section 48 (1) (a) of the County Governments Act, 2012, sections 9 (1) and 20 of the Urban Areas and Cities (Amendment) Act, 2019 and section 6 of the Migori Municipal Charter, the Governor, Migori County transferred the under listed functions to the Municipal Board of Migori—

- (a) oversee the affairs of Migori Municipality;
- (b) develop and adopt policies, plans, strategies and programmes, and set targets for delivery of services;
- (c) formulate and implement integrated development plan;
- (d) maintain a comprehensive database and information system of the administration and provide public access thereto upon payment of a nominal fee to be determined by the board;

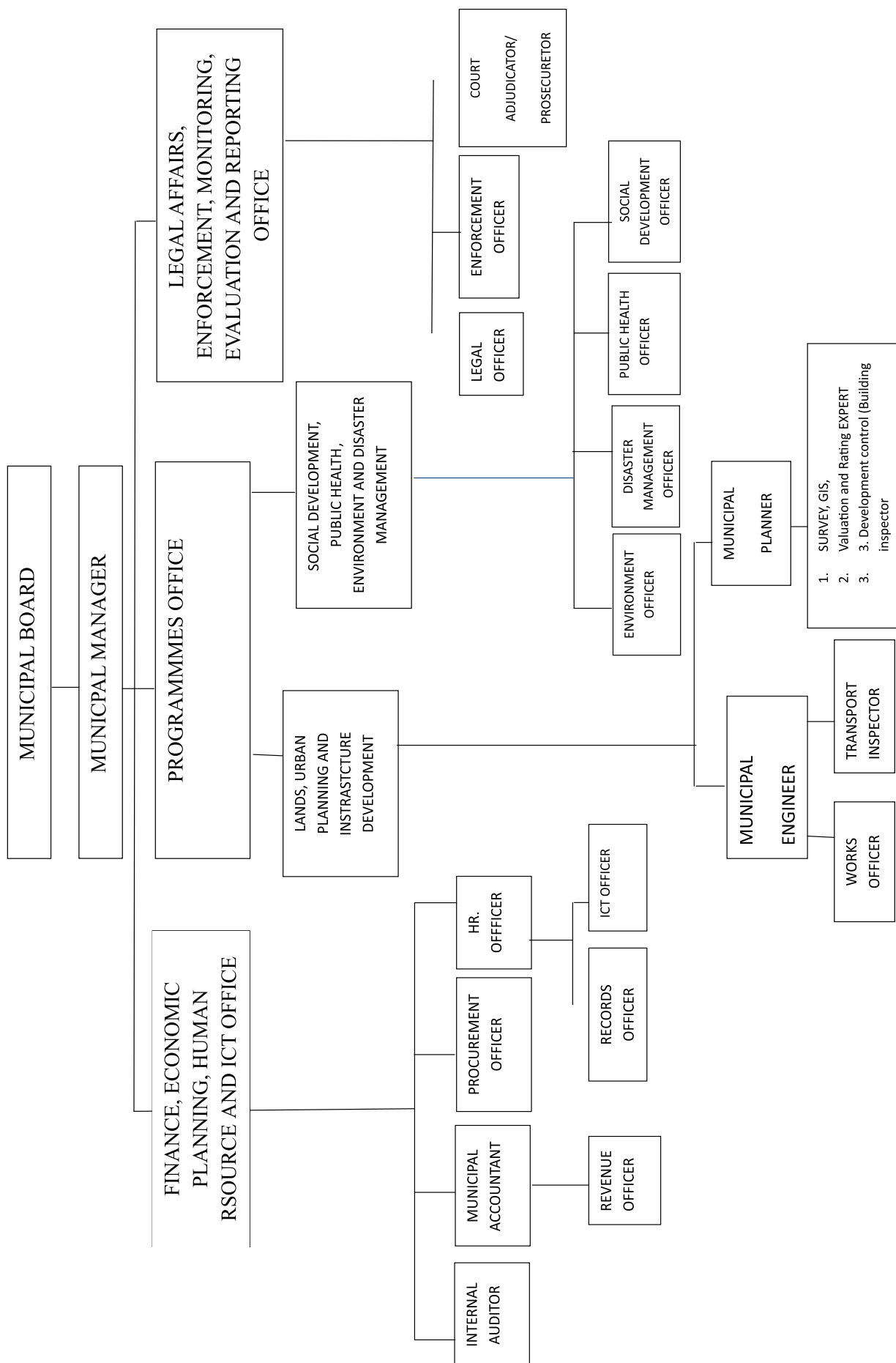
- (e) administer and regulate its internal affairs;
- (f) implement applicable national and county legislation;
- (g) enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions as required under the law;
- (h) monitor and, where appropriate, regulate municipal services where those services are provided by service providers other than the board of the municipality;
- (i) prepare its budget for approval by the county executive committee and administer the budget as approved;
- (j) monitor the impact and effectiveness of any services, policies, programmes or plans;
- (k) establish, implement and monitor performance management systems;
- (l) facilitate and regulate public transport;
- (m) promote a safe and healthy environment; and
- (n) perform such other functions as may be delegated by the county government or as may be provided for by any written law. The transfer of the above functions took effect immediately.

2.1.3 Powers of the board

- (l) Subject to the Constitution and any other written law, the board of a city or municipality shall, within its area of jurisdiction—
 - (a) Exercise executive authority as delegated by the county executive;
 - (b) Ensure provision of services to its residents;
 - (c) Impose such fees, levies and charges as may be authorized by the county government for delivery of services by the municipality or the city;
 - (d) Promote constitutional values and principles;
 - (e) Ensure the implementation and compliance with policies formulated by both the national and county government;
 - (f) Make bye-laws or make recommendations for issues to be included in bye-laws;
 - (g) Ensure participation of the residents in decision making, its activities and programmes in accordance with the Schedule to the Act; and
 - (h) Exercise such other powers as may be delegated by the county executive committee. No. 13 of 2011 [Rev. 2012] Urban Areas and Cities [Issue 1] 14 (2) Notwithstanding any other provision in the Act, the board of a city or municipality shall exercise such executive authority as may be delegated by the county executive committee for the necessary performance of its functions under the Act.

The Migori Municipality is governed by a Board of Management, who is appointed for a five year term and have a maximum of four ordinary sittings per year and may also hold special meetings on a need basis. Directly under it is a Municipal Manager who doubles up as the Secretary to the Board and is the overall in-charge of the operations of the Municipality. A detailed Organogram is shared in figure 1 below

ORGANOGRAM



CHAPTER THREE

3.0 ENVIRONMENTAL SCANNING

3.1 External Environment Analysis

This section analyzed the Political, Economic, Social, Technological, Environmental and Legal contexts within which Migori Municipality operates:

3.1.1 Political context

Some key challenges that the municipality will need to stay alert to during this strategic period include community trend of politicizing project activities that is likely to slow down progress towards achieving set goals. Secondly there the dangers of institutionalized corruption within the system could also pose a major risk towards the achievement of set targets.

Table 3.1.1: Political strategic analysis

FACTOR	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Change in political leadership	Change in government policies and priorities impacting on the functioning of the municipality	Adapt to the new changes when it occurs Remaining neutral during electioneering period
Political good will	Implementation of the boards development programs	Endeavor to maintain the good will

3.1.2 Economic Context

There has been a general slow economic growth because of the effects of electioneering in 2017 and public debt because of unstable governance for several decades now. This has affected donor funding as the support is subject to economic and political situations. Migori town is traversed by a permanent river that offers both opportunities and threats. There is a strong economic case for developing a river water front economic hub.

Table 3.1.2: Economic strategic analysis

FACTOR	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Availability of funds	Economic developments and completion of planned projects in time Enhanced revenue collection	Effective and efficient service delivery to the residents
High taxation	High cost of importation / acquisition of equipment and machinery High cost of provision of services and utilities	Seek for tax exemptions use locally manufactured products Embrace innovations and creativity
Fluctuating foreign exchange rates	Affects the importation of goods and services Delay in service delivery	Increase the exports manufacture locally
Late disbursement of funds	Slow implementation of planned projects	Lobby for timely disbursement of funds from national treasury

3.1.3 Social context

Culture is the social behavior and norms found in human societies. It is transmitted through social learning in human societies and is mostly passed through language, religion and cultural artifacts. Migori Municipality creates awareness on enhancing a peaceful co-existence through social events which include: empowering youth through cultural performances (plays, dramas and storytelling). These activities are unique as they offer people across multiple age brackets the chance to meet and to learn and share experiences as well as make friends.

Not all the board members are elected, some are appointed by the executive and others selected.

Table 3.1.4: Social strategic analysis

FACTOR	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
High population growth rate	Increased demand on water and other resources Overstretching of the available resources	sensitize the residents on birth control mechanisms undertake proper planning to address the high growth rate Create job opportunities Enhanced infrastructure development
Urbanization	Increased demand for provision of services Opportunity to grow into a city	Provide more physical and social infrastructure Undertake proper urban planning

3.1.4 Technological Context

Technological developments provide opportunities for enhancing organizational efficiency. Migori Municipality uses information technology in all its operations including financial processes. The Municipality's visibility is relatively weak and this offers an opportunity for the municipality to set up a website as well as Facebook and twitter pages.

Table 3.1.5: Technological strategic analysis

FACTOR	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Advances in technology	Ease of communication Improved service delivery Improvement in revenue collection	Capacity development Embrace technology e.g. Mpesa, Pesalink, e-revenue collection
High cost of technology	Limits the usage of the technology	partnership with development partners
Slow adoption of technology	Delay in implementation of projects	Capacity development

3.1.5 Environmental Context

Climate change is the current buzz word in development circles. Migori Municipality has mechanisms in place for awareness-raising on climate change mitigation, particularly focusing solid waste management. This will be the focus of Migori Municipality during its Strategic Plan period especially within the context of managing waste from the handicrafts and other income generating activities. The river Migori which transverses the town is also threatened by encroachment and pollution

Table 3.1.5: Environmental strategic analysis

FACTOR	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Climate change	Land degradation, drought, flooding and desertification Food insecurity/ security Slow revenue collection Destruction of infrastructure	Development of contingency plans/ mitigation measures Proper disaster management Develop climate resilient infrastructure Encourage afforestation and reforestation
Disease outbreaks	Low productivity Reduces budgets for development projects	Establishment of teaching and referral facilities Provide the requisite physical and social services
Pollution	Pollution of water sources Soil pollution Air pollution	Establishment of sewerage system Formulation and implementation of policies and bylaws Undertaking proper development control and land use

3.1.6 Legal Context

Migori Municipality encourages its residents to observe all the legal requirements necessary to operate a business, tax payments and compliance.

Table 3.1.6: Legal strategic analysis

FACTOR	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Urban Areas and Cities Act 2011 Revised 2019	Conflicting interpretation of the law	Seek advisory opinion from AGs office Seek interpretation of the law from the court

3.2 Internal Environmental Analysis

An assessment of the strengths and weaknesses of the municipality showed its capacity to fulfil its mandate. The municipality's internal strengths and weaknesses are shared below.

3.2.1 Strengths

The strengths that exist within the municipality were identified so that they can be enhanced to improve the management of the Municipality. These strengths are a consolidation of aspects brought out focusing on skills, staffing levels, shared values, structures of management, operation systems, style of leadership and resource base. The strengths are shared in table 3.2.1

Table 3.2.1 Strategic analysis of strengths

STRENGTHS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Experienced Board Members	Existence of legally established Board of Municipality	Board has a sound basis to act and move the municipality forward in new creative direction
Cohesive leadership creating a favourable environment	Greater consultation and strategic direction	Take on a greater strategic role
Host to the county and national government headquarters	Increased networking opportunities for staff	Municipality to be at the cutting edge in order to attract funding for innovative urban development
Existence of UACA, 2011 revised 2019	Legal framework to support work in the municipality	Proper guidance to the municipality of basic requirements as stipulated in the act
Office space for the Municipal Manager (desk top computer, printer, cabinet, chairs, tables, dispenser)	Ability for residents to access office and staff	Create and maintain an open house policy to enable stakeholders become part of the planning process

3.2.2 Weaknesses

The weaknesses that have been identified offer a challenge in running the municipality and fulfilling its objectives. However it is important to identify these weaknesses so that strategies are put in place to address them by removing them or reducing their negative impacts.

Table 3.2.2 Strategic analysis of strengths

WEAKNESSES	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Inadequate technical staff	The municipality is currently operating with a few seconded technical staff	The municipality to liaise with county public service board for recruitment of technical staff.
Inadequate office space for the board and equipment	The municipality has an office for the Municipal Manager and a shared board room	Procure adequate office space and equipment
Inadequate financial allocation	Hampers delivery of services and operations	Involve the Board in budget making process Timely disbursement of funds to the municipality

3.3 Stakeholder Analysis

The Migori Municipality works with several stakeholders including the County Government of Migori, Development Partners, Civil Society Networks, Municipalities in Migori and the Community. The Municipality also works in collaboration with development partners and the corporate sector to strengthen its resource mobilization base.

Table 3.3: Stakeholder Analysis

Stakeholder	Municipality's Obligation	Stakeholder's Obligation
Public/citizens	• Accountability/Transparency • Efficient service delivery • Employment opportunities • Implementation of policies, and laws • Active participation • Provide a Livable municipality	• Cooperation • Regular feed back • Obedience and adherence to the rule of law • Oversight • Ownership of the development projects • External support • Investment in the municipality

County executive committee	• Service delivery • Financial accountability • Timely preparation of budget estimates • Frequent consultations • Submission of progress reports	• Adoption of budget estimates • Reasonable budget ceiling • Delegation of functions • Cooperation and consultations • Secondment of staff
County assembly	• Accountability • Formulation of policies and by-laws • Service delivery to the residents • Implementation of legislations	• Oversight • Representation • Approval of budgets • Consideration of petitions • Vetting and approval of board members • Legislation
County departments	• implementation of policies • service delivery • cooperation and consultation	• Abiding to the provisions of UACA • Relinquishing the gazetted delegated functions • Cooperation and consultations • Offer support to the municipality
Parliament	• Implementation of the laws • Effective Service delivery to the people • Timely response to parliamentary questions	• Oversight • Timely formulation of laws and policies
Development Partners	• Accountability • Prudent use of resources • Strategic Partnership • Proper planning (strategic plan) • conducive business environment	• Financial/material/technical support • Partnership • Investments within the municipality • Capacity Enhancement
Financial Institutions	• Effective service delivery • Business transactions • Conducive business environment	• Conduct CSRs • Partnerships • Loans/grants

State corporations	• Repayment of loans • Marketing • Accountable/ adhering to our core values	• Corporate Social Responsibility • Disbursement of loans/grants • Partnership • Employment of the residents • Payment of land rent and rates
State Departments	• Service delivery • Accountability • Consultations and collaborations • Adherence to the law and national values • Collaboration	• Consultations and collaborations • Provision of social and physical infrastructure • Financial and technical support
Educational institutions	• Land use planning • Service delivery • Conducive environment	• Environmental protection • Considering the locals in employment opportunities • Admission of locals to the institutions
Non State Actors- NGOs/ FBOs/CSOs Media	• Participation in the municipality projects • Conducive environment • Accountable • Effective service delivery • reliable information • transact business	• Employment of local • Spiritual nourishment • Financial support • CSRs • oversight • objective reporting • publicity
Chamber of Commerce	• Fair taxation policies • conducive business environment • effective service delivery	• guidance to business community • Provision of database of businesses within the municipality • Assist business community to access funds • Capacity building.

3.4 Risk Analysis

This section deals with the internal and external risks that the Migori Municipality foresees in the implementation of the Strategic Plan project and how they plan to mitigate them. The strategies that have been proposed are options that must be understood within the general parameters of the risks that exist within the external and internal environments, the assumptions that have been made in developing the strategies and the constraints that must be addressed. The major risks and assumptions are shared in table 4.4 below:

Table 3.4: Risk Analysis

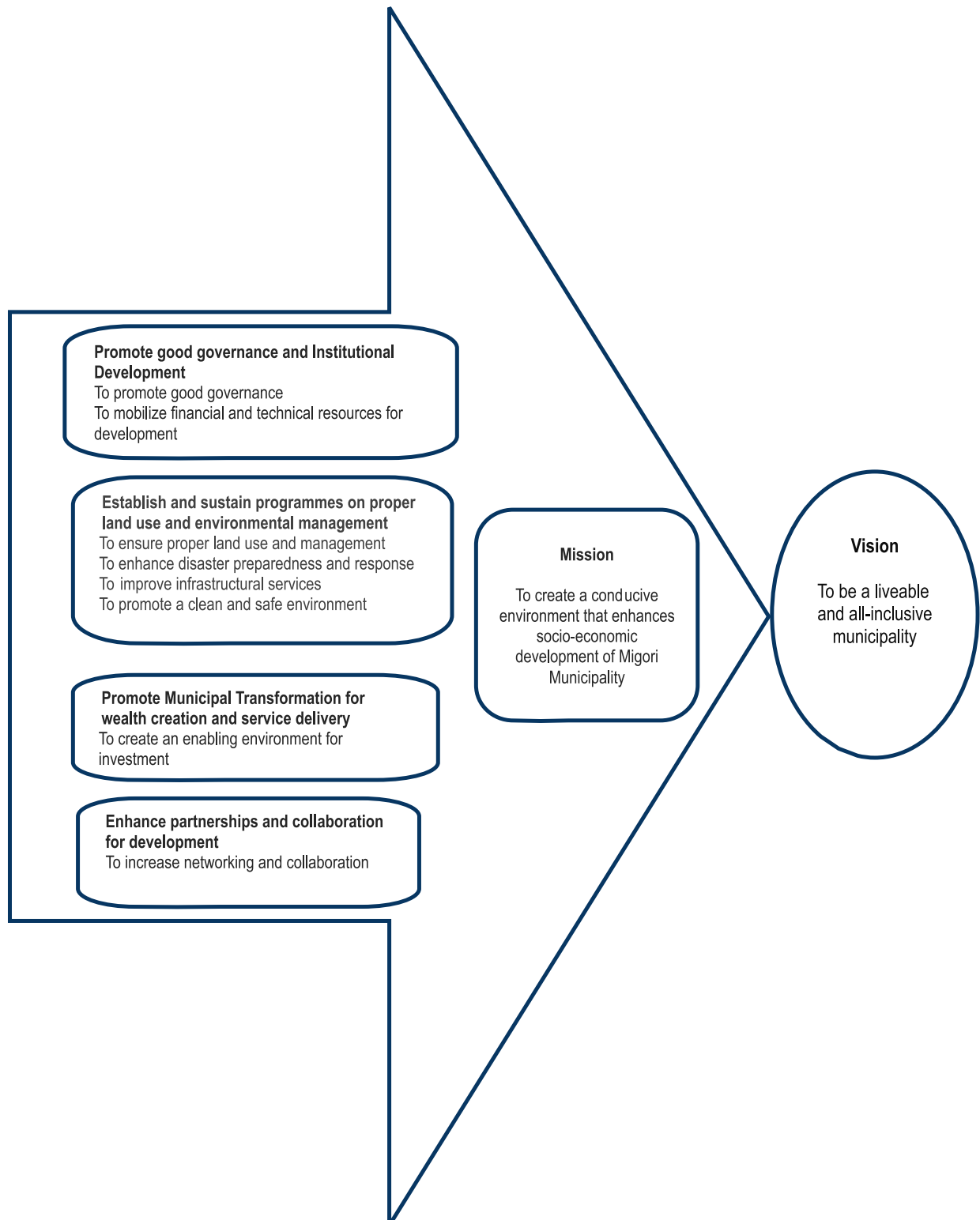
Risk Category	Potential Risks	Mitigation Factors
Organizational risks	• High turnover of staff (M) • Lack of teamwork/infighting (H) • Lack of tools and equipment (H) • Health pandemics (M) • Staff strikes (L) • Ghost Workers (M)	• Better terms of employment • Capacity building/bonding • Providing tools, equipment and adequate office space • Streamlining employment/staff head counts
Financial and fiscal risks	• Delayed and inadequate funding (H) • Reliance on donor funding (M) • Fiscal indiscipline (H) • Uncontrolled expenditure (H) • Corruption (H)	• Timely budgeting and requisition • Innovativeness • Streamlined resource mobilization strategy • Spend as the provisions of PFMA • The expenditures to be as per the procurement plans • Develop and implement financial guidelines/manuals • Strict adherence to audit reports
Technological risks	• High cost of technology (M) • Lack of trained personnel (M) • High rate of technological change (H) • Inadequate technology/lack of ICT infrastructure (M) • Information insecurity (H) • Resistance to integration of ICT (M)	• Mobilize resources through partnership • User sensitization and capacity development • Invest in secure ICT platforms • Undertake automation survey • Adapt to dynamic technological changes

Political risks	• Change of political environment (H) • Political instability (H) • Political interference/incitements (M)	• Remain neutral • Adapt to changes in political environment • Stakeholder engagement • Embrace alternative dispute resolution mechanisms
Economic risks	• Economic depression/inflation (M) • Inadequate diverse employment opportunities (H) • Lack of large scale industries and enterprises (M)	• Establishment of economic stimulus programs • develop attractive investment policies • Tapping local resources

CHAPTER FOUR

4.0 STRATEGIC FOCUS

The Strategic Plan focuses on four goals and respective strategic objectives which were identified during stakeholder consultation processes. Under each goal are programmes that will be implemented within the 5 year strategic period and ensure the strategic objectives are met.



4.1 Goals and Strategic Objectives

These are the focus for the 2020– 2025 Strategic Plan period and form the basis for the programmes to be implemented. These are:

Goal 1: To promote good governance and Institutional Development

This goal aims at enhancing the tenets of good governance which include participation, the rule of law, transparency, accountability, equity and inclusiveness, efficiency and effectiveness, Responsiveness to the citizens and Consensus. The focus on enterprise development will be the main thrust in our intervention strategies for enhancing wealth creation. This will include financing of micro enterprises, supporting establishment of cottage industries etc.

Strategic Objectives:

1. To promote good governance
2. To mobilize financial and technical resources for development

Goal 2: To establish and sustain programmes on proper land use and environmental management

Proper land use management is central to this goal as it is pivotal in ensuring sustainable development which is inclusive of infrastructure development. Residents will form the focal point of for natural resource management interventions inclusive of water and soil conservation. The development of additional water sources to serve residents and industries shall be identified and developed thus reduce pressure on existing water supply. Other interventions will include overall preparedness and management of disasters, land management interventions to reduce soil erosion along river banks. In this endeavor the focus shall be on four strategic objectives:

Strategic Objectives:

1. To ensure proper land use and management
2. To improve infrastructural services
3. To promote a clean and safe environment
4. To enhance disaster preparedness and response

Goal 3: To promote Municipal Transformation for wealth creation and service delivery

This goal aims at transforming the state of the municipality by putting in place an environment that will attract investors and visitors to work and lead to increased revenue generation. This goal has one strategic objective

Strategic Objectives

1. To create an enabling environment for investment

Goal 4: To enhance partnerships and collaboration for development

This goal aims at creating partnerships and networks at the local, county, national and international levels. The aim is to pool together like-minded persons and institutions to make Migori Municipality a leader in municipal management. This goal is driven by strategic objective

Strategic Objectives

1. To increase networking and collaboration

Programmes

There are six broad programmes through which the 4 goals will be met, these are:

1. To Promote Good Governance And Institutional Development
2. To Establish and Sustain Programmes On Proper Land Use and Environmental Management
3. To Promote Municipal Transformation for Wealth Creation and Service Delivery
4. To Enhance Partnerships and Collaboration for Development
5. Basic Services and Infrastructure Development
6. Trade and enterprise development

4.2 LOGFRAME MATRIX

GOAL 1: TO PROMOTE GOOD GOVERNANCE AND INSTITUTIONAL DEVELOPMENT

Strategic Objectives 1: To promote good governance

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
operationalize the Municipal board	Municipal Board Meetings	No. of Board meetings held Resolutions passed By-Laws enacted	Progress reports Annual report	Political Stability
Improve human resource capacity	Trainings and workshops/bench markings	No. of trainings Annually No. of foreign trips annually		
Formulation and implementation of policies, bylaws and plans	Formulation of By-laws Review of the ISUDP	Existence of By-laws Reviewed ISUDP		

Strategic Objectives 2: To mobilize financial and technical resources for development

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
Mobilized financial and technical resources	Preparation of Business Plan Draw up a fundraising strategy Development of funding proposals Set up funding systems for Departments for quality assurance	Existence of Business Plan Fund raising strategy document No. of proposals developed Amount raised through the new strategy	Financial reports Bank statements Progress reports Annual report Business Plan	Local sponsors are willing to partner
Establishment of Municipal Administration	Purchase of motor vehicles Construction and equipping of the office Installation of ICT infrastructure and equipment Creation and maintenance of Municipal Website Annual Development plans	No. of staff trained Annually Office building constructed and equipped No. of electronic equipment purchased No. of offices supplied with internet Operational website No. of motor vehicles purchased	Progress reports Annual report	

Improved staffing level	Carry out a rapid functional analysis to identify positions required Develop long term plans inclusive of remunerations for positions identified Develop proposals for financing activities and expenses of recruited staff Advertise for the positions Undertake recruitment to fill up the vacant positions Training of staff	Report on functional analysis Existence of Human Resource plan document No. of proposals funded Adverts developed No of vacancies advertised No of positions filled No of staff trained	Progress reports Annual report	Funding is available
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GOAL 2: TO ESTABLISH AND SUSTAIN PROGRAMMES ON PROPER LAND USE AND ENVIRONMENTAL MANAGEMENT

Strategic Objective 1: To ensure proper land use and management

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
Proper land use planning	Preparation of Action Area plans Preparation of Zoning Policies sensitization on land use management Review of the ISUDP	Existence of the plans Existence of zoning policy No. of sensitization done Revised document available	Reports Plans	Stable political climate Availability of funds
Development Control	Formulation of development control by-laws Routine inspections and enforcement	Existence of the by-laws Inspection and enforcement reports No. of development permissions issued	Maps Plans Progress reports	Political willingness Availability of funds
Proper land administration	Preparation of valuation rolls Provision of lease titles Land Banking Creating inventory of public land Surveying, and beaconing of public land Repossession of grabbed public land	Existence of valuation rolls Improvement in collection of land rent and rates No. of lease titles produced Acreages (HA) acquired Existence of the public land inventory/records Acreage of land surveyed and beacons Acreages repossessed	Reports Maps	Availability of funds

Strategic Objective 2: To improve infrastructural services

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
To enhance transport connectivity	Construction of bus park Construction of access roads Construction of walkways Construction of Drainage channels Construction of bridge Upgrading of Lichota Airstrip Designation of parking areas Erection of street calming effects	No. of Bus parks constructed Km of access roads constructed Km of walkways constructed Km of drainage channels constructed No. of bridges constructed % completion of airport upgrade Existence of an upgraded airport No. of parking lots designated/ created No. of bumps erected	Progress reports Project progress reports Annual report	Stable political climate Willingness of investors Availability of funds
Fully functional Municipal court	Construction of municipal court Establish a toll free number Establish information desk	Municipal court constructed No calls made to toll number Existence of help desk	Progress report Annual report	Availability of funds
Improved housing	Set aside land for medium and low cost housing Identify potential investors Provide incentives to investors Construct low cost housing	Existence of zoned land No of investors identified No of investors financing housing projects Evidence of incentives for investors No of Houses constructed	Maps Progress report	Stable political climate Willingness of investors Availability of funds
Improved recreational facilities	Renovation of existing stadium Construction of a stadium Opening of drainages	% completion of renovation % completion of new stadium No. of Km of storm water drains opened	Progress report Annual report	Willingness of investors Availability of funds
To improve social amenities	Construction of social hall Equip social hall Setup and equip resource center Conducting Citizen fora	No of social halls constructed Equipment purchased and in place Existence of functional resource center No. of Citizen fora held	Progress report Annual report	Availability of funds

Strategic objectives 3: To promote a clean and safe environment

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
Improved sanitation	Formulation and implementation of by –laws and waste management policies Public sensitization Purchase of waste skips Segregation of solid wastes at generation point Construction of sewerage system Construction of public toilets	Existence of by laws No. of sensitizations undertaken No. of waste skips, trucks and other tools and equipment purchased Km of sewer system completed No of public toilets constructed	Progress report Annual report	Availability of funds
Provision of portable water	Installation of water pipes Expansion of the water treatment plant Drilling of Boreholes	Km of pipeline laid % expansion in place No of boreholes drilled	Progress report Annual report	Stable political climate

Strategic objectives 4: To enhance disaster preparedness and

response

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
Risk assessment	Identify the risk Mapping of disaster type and hot spots Evaluate the risks (High, moderate, low) and decide on precautions	No of risks identified Existence of disaster maps	Progress reports Disaster management reports	Funds availed on time
Mitigation process planned	Setup a team composed of social, technical and financial skills Assess the key vulnerabilities Prepare mitigation strategy using risk assessment findings Adopting and implement the plan	Existence of disaster preparedness team No of vulnerabilities identified Existence of mitigation strategies	Progress reports	Availability of funds
Disaster preparedness	Training of staff Stakeholder engagement /sensitization Acquisition of fire engine Installation of water hydrants Purchase of fire protective gears	No. of staff trained No of forums on preparedness No. of Fire engine acquired No. of fire hydrants installed No of protective gears purchased Existence of Disaster management plan	Annual reports	Willingness to participate

GOAL 3: TO PROMOTE MUNICIPAL TRANSFORMATION FOR WEALTH CREATION AND SERVICE DELIVERY

Strategic Objective 1: To create an enabling environment for investment

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
Facilitate SMEs, trade	Construction of markets Support set up of cottage industries Support the design and production of a Marketing Strategy Take lead role in lobbying for fair trade	No. of Markets Constructed No. of operational cottage industries. Creating Economic stimulus programs-(focus on food security, manufacturing) Existence of marketing strategy No of trade agreements setup	Progress Reports	Availability of funds
Creation of Industrial Parks	Zone area for industrial park Industrial park planning/ preparation of investment plans Land acquisition, design and development Mobilize investors Construction of park in phases Operation and management of Park	Amount of funds allocated annually Existence of an operational industry Existence of the investment plan Existence of an operational Industrial Park	Zone maps Progress reports	Availability of funds Willing investors

GOAL 4: TO ENHANCE PARTNERSHIPS AND COLLABORATION FOR DEVELOPMENT

Strategic Objective 1: To increase networking and collaboration

Outputs	Activities	Monitoring Indicators	Means of Verification	Risks and Assumptions
Partnerships set up/strengthened	Identify potential partners Setup protocols for each partnership Sign agreements for (Joint funding; pooling of resources; consultation, support in kind etc.)	No. of potential partners identified No. of partnership agreements signed	Progress Reports	Stable political environment Willingness to participate
Strong networks	Map out networking issues by sector Setup networking forums with different neighborhoods, business community, professionals Hold annual forum	No of issues mapped No of stakeholders forums held % participation level Issues raised in for a meetings	Progress Reports	Availability of funds Willingness to participate

CHAPTER FIVE

5.0 BUDGET AND IMPLEMENTATION MATRIX

Programme: Good governance and Community Participation										
Strategic Objective	Strategy	Activities	Indicators	Actors	Planned Targets In Million Shs					Budget (Millions)
					2020/21	2021/22	2022/23	2023/24	2024/25	
To promote a clean and safe environment	-Formulation of by-laws and waste management policies	- Public sensitization -Purchase of waste skips	No. of sensitizations undertaken	Municipal board County government National government Development partners	2	1	1	1	1	1.5
					10	5	5	5	5	12
		Skip loaders	No. of waste skips, trucks and other tools and equipment purchased	Municipal board County government National government Development partners	1	0	0	0	1	20
	Segregation of solid wastes at generation point		No. of personnel trained	Municipal board County government National government Development partners						

Strategic Objective	Strategy	Activities	Indicators	Actors	Planned Targets in Million Shs					Budget (Millions)
					2020/21	2021/22	2022/23	2023/24	2024/25	
To create employment opportunities	Mobilize investors	Preparation of investment plans	Existence of the investment plan	Municipal Manager	1	1	1	1	1	5
	Facilitate SMEs, trade	Monitor the construction of markets	No. of markets constructed	County Government SDHUD Municipal Board	2	2	2	2	2	50
		Monitor the establishment of Cattle Auction Rings	No. of operational cattle auction rings	Municipal Board		1				30
		Encourage and monitor the creation of industrial parks	Existence of an operational industrial park					1		15
	Programme: To promote municipal transformation and institutional development in the municipality									
Strategic Objective	Strategy	Activities	Indicators	Actors	Planned Targets in Million Shs					Budget (Millions)
					2020/21	2021/22	2022/23	2023/24	2024/25	
To promote good governance	operationalize the Municipal board	Municipal Board Meetings	No. of Board meetings held annually Resolutions passed; by-Laws enacted	Municipal board General citizens	4	4	4	4	4	1.75
		Board Committee Meetings	No. of Board Committee Meeting held annually	Municipal board Municipal Administration	4	4	4	4	4	1.75

	Improve human resource capacity	Trainings and workshops/bench markings	No. of trainings Annually		2	2	2	2	2	2	20.6
			No. of staff trained Annually		3	3	3	3	3	3	3.09
			No. of foreign trips held annually						1	10	
	Establishment of Municipal Administration	Lobby for Construction and equipping of the office	Complete office building constructed and equipped		0	1	0	0	0	50	
		Purchase of motor vehicles	No. of motor vehicles purchased		1	2	0	0	0	24	
		Recruitment of staff	No. of staff recruited		0	3	9	3	0		
	Embrace E-Governance	Lobby and monitor for Installation of ICT infrastructure and equipment	No. of electronic equipment purchased								
			No. of offices supplied with internet			1				2.5	
		Lobby for Creation and maintenance of Municipal Website									

Formulation and implementation of policies, bylaws and plans	- Formulation of By laws	Existence of By laws	1	1	1	1	1	1	20
	- Review of the ISUDP	- Reviewed ISUDP							
	- Annual Development plans	-Annual Development plans							
	- Annual Development plans	-Annual Development plans							
Conducting Citizen fora	Citizen fora meetings	No. of Citizen forums held	4	4	4	4	4	4	5
Resource mobilization	- Enhance local revenue collection	% increase in revenue collected annually	5	5	5	5	5	5	-
	- Writing of grant proposals	Amount of grant received in Millions	0.2	0.25	0.3	0.35	0.4	0.4	1500
Establishment of municipal court	- Construction of municipal court	An operational municipal court	0	0	10	0	0	0	30
Establishment of information desk	- Establish a toll free number Installation of notice boards, suggestion boxes								5
Office Operations	Recurrent activities	Amount of funds allocated annually	20	40	60	80	100 ¹	100 ¹	300

¹Budget Notes will be required

To Ensure proper land management	Proper land use planning	Preparation of Action Area plans	Existence of the plans		2	2	2	2	2	2	15
		-Preparation of Zoning Policies	Existence of zoning policy			1					2
		sensitization on land use management	No. of sensitization done		2	2	2	2	2		5
		Review of the ISUDP	Revised document available							1	8
		Formulation of development control by-laws	Existence of the by-laws		1						3
	Development Control	Routine inspections and enforcement	Inspection and enforcement reports No. of development permissions issued								5
		Preparation of valuation rolls	Existence of valuation rolls Improvement in collection of land rent and rates			1					12
		Provision of lease titles	No. of lease titles produced		20	50	50	50	50	50	66
	Proper land administration	Land Banking	Acreages (Ha) acquired		0	4	15	20	20	20	

To improve infrastructure services in the municipality	Improved transport system and connectivity	Construction of bus park	No. of Bus parks constructed		0	1	1	1	0	300
		Construction of access roads	Km of access roads constructed	2	2	2	2	2	2	
		Construction of walkways	Km of walkways constructed	2	2	2	2	2	2	12
		Construction of Drainage channels	Km of drainage channels constructed	2	2	2	2	2	2	
		Construction of bridge	No. of bridges constructed		1					
		Upgrading of Lichota Airstrip	Existence of an upgraded airport							
		Designation of parking areas	No. of parking lots designated/created	100	150	200	300	1	100	
		Erection of street furniture and speed calming effects	No. of bumps erected							
To enhance partnerships and collaboration for development										

Strategic Objective	To mobilize financial and technical resources for development	Strategy	Activities	Indicators	Actors	Planned targets in Million Shs					Budget (Millions)
						2020/21	2021/22	2022/23	2023/24	2024/25	
		Preparation and implementation of the strategic plan	Development of project proposals	No. of proposals developed	Municipal board County government National government Development partners	1.5	2	2.5	3	3.5	
			Identification and engagement with potential partners	No. of potential partners identified No. of partnership agreements signed	Municipal board County government National government Development partners						

Annex1: References

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6. Government of Kenya of. (2012). Public Finance Management Act: 2012. Nairobi: Government Printer

Annex 2: List of Participants

MIGORI MUNICIPALITY **29/06/2020** **CONFERENCE ATTENDANCE LIST**

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MIGORI MUNICIPALITY

Strategic Plan 2020-2025

