



COUNTY GOVERNMENT OF MIGORI

APPROVED

COUNTY SINGLE PROJECT MANAGEMENT UNIT

2025

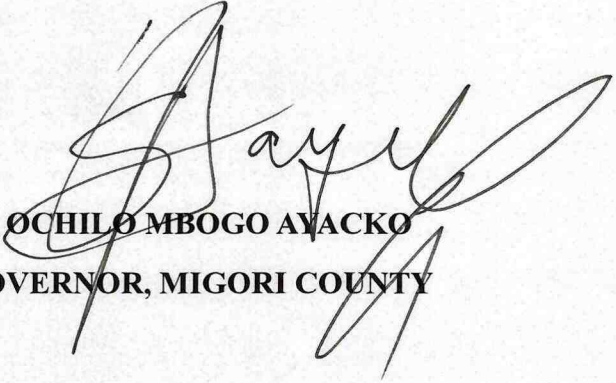
FOREWORD

This document details the formal establishment and operational framework for the Migori County Single Project Management Unit (CSPMU). The creation of the CSPMU is a strategic response to systemic implementation challenges previously faced by the County Government in managing development partner-funded projects.

Historically, projects have been managed through stand-alone Project Implementation Units (PIUs), a model that led to operational silos, duplication of efforts, inefficient resource allocation, and poor alignment with the County Integrated Development Plan (CIDP).

To address these inefficiencies, the CSPMU is institutionalized as a permanent, centralized structure. Its primary mandate is to provide an integrated coordination mechanism for all development partner-funded projects. This unified approach aims to enhance inter-departmental synergy, ensure cost-efficiency through shared services, build sustainable institutional capacity, and improve compliance with fiduciary, environmental, and social safeguards.

This document provides the complete rationale for the unit's establishment, outlines its core objectives, defines its organizational structure and staffing, and details the specific terms of reference for its key personnel.



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1.0 Rationale for the Establishment of the Unit

The establishment of the Migori **County Single Project Management Unit (CSPMU)** is a timely and necessary response to systemic implementation challenges within the County Government. The following justifications underscore the strategic, technical, fiscal, and legal rationale for institutionalizing the CSPMU model as a permanent structure in the County establishment:

1.1 Enhanced Coordination and Oversight in Development Partners funded projects

County Governments of Migori is required to implement development programs through stand-alone Project Implementation Units (PIUs) such as FLOCCA, KUSP II, NAVCDP and KDSP II. This approach has increased duplication, siloed operations, and poor project alignment with county plans and budget

The Migori CSPMU will provide an integrated coordination mechanism to manage development partners' funded projects under a unified structure. It will strengthen inter-departmental synergy, enhance policy coherence, reduce institutional fragmentation, and improves oversight and accountability in line with Migori County Integrated Development Plan 2023-2027 (CIDP) and the Annual Development Plans (ADPs) thereof.

1.2 Cost Efficiency and Resource Optimization

Standalone PIUs increase overheads through redundant staffing, separate procurement systems, and isolated support functions that strain the County Government's limited resources.

The Migori will CSPMU leverage shared services—finance, procurement, M&E and Environmental & Social safeguards across multiple projects while leveraging on the existing structures of the county government. This will improve the economies of scale and reduce operational costs. As a result, the establishment of Migori CSPMU will ensure optimal utilization of technical expertise and related infrastructure.

1.3 Sustainable Capacity Building and Retention of Institutional Memory

Frequent establishment and disbandment of PIUs lead to high staff turnover and loss of project knowledge weakening long-term institutional capacity.

The Migori CSPMU will institutionalize project management function, enabling the retention of experienced staff, cross-project learning, and continuous professional development. It will facilitate a shift from ad hoc project staffing to structured talent development aligned with the County's Human Resource Policy Framework and overseen by the Migori County Public Service Board (MCPSB).

1.4 Flexibility in Technical Staff Deployment

Technical personnel are often tied to specific development partners-funded PIUs, reducing their utility across broader county functions.

The Migori CSPMU will allow for pooled deployment of some technical staff, including sector-specific leads, to serve multiple projects. It will support a dynamic structure where specialized personnel can be deployed/seconded from line departments hence improving responsiveness and outcomes.

1.5 Improved Compliance with Fiduciary, E&S Safeguard and Reporting Requirements

Weak financial and procurement management, non-compliance with environmental and social safeguards as well as reporting have compromised the effectiveness of development partners funded projects.

The Migori CSPMU will centralize fiduciary, reporting and E&S safeguards oversight mechanisms which will standardize compliance with development partners and GoK policies. These policies include the Public Procurement and Asset Disposal Act (2015), Environmental Management and Coordination Act (EMCA), and PFM regulations. It will also improve audit readiness and risk mitigation. Tools such as Results Frameworks, Scorecards, and Quarterly Review Platforms will be standardized under the Migori CSPMU.

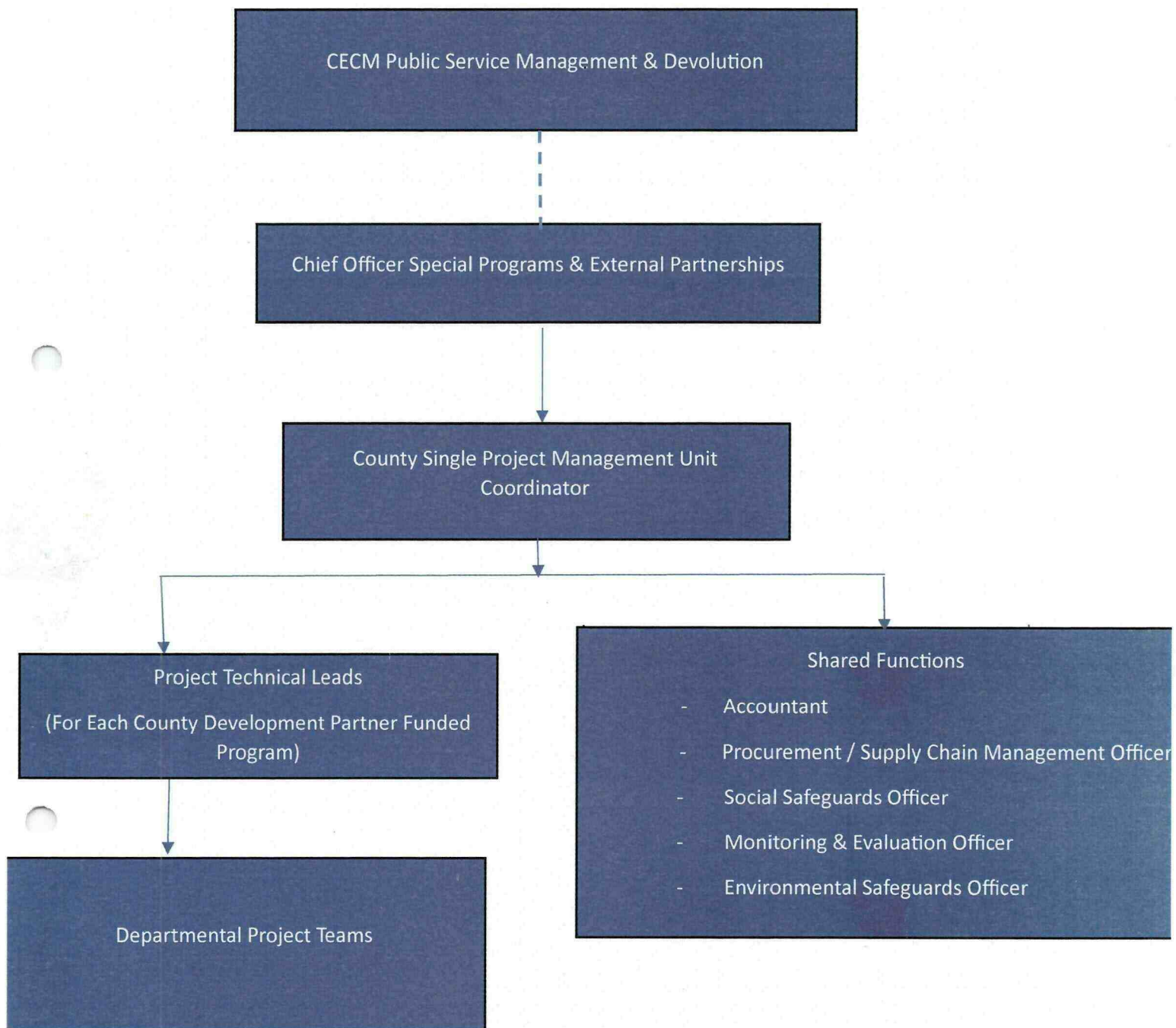
2.0 Objectives

The main objectives of the establishment of the Migori CSPM unit are-

1. To advance coordination of development partners funded projects management in Migori County; and
2. To enhance a mechanism for promoting project management best practices for the posterity of devolved service delivery within the County.

3.0 Structure for the Migori County Single Project Management Unit

The structure provides a mechanism that combines technical, administrative and financial functions for seamless coordination of development partners funded projects at the County level.



The Migori CSPMU will leverage on the existing structures of the County Government including ICT, Economic Planning, Communications, Internal Audit, Gender, Knowledge Management, Public Participation and GRM functions.

Below are the structures for the CSPMU:

3.1 Membership and Functions of the Migori CSPMU

3.1.1 Membership

1. County SPMU Coordinator (Director level).
2. County Program Technical Leads.
3. CSPMU Fiducial Team (on accounting and procurement).
4. CSPMU Environmental safeguards officer.
5. CSPMU social safeguards officer.
6. Monitoring, Evaluation, Learning and Reporting

3.1.2 Functions

1. Coordinate, rationalize and harmonize the development of sector-led proposals, concept papers, work plans, budgets for CSPMU.
2. Coordinate the provision of capacity-building programs for the sectors.
3. Lead M&E and reporting activities at the county.
4. Coordinate the County assessment processes for sector programs.
5. Coordinate the preparation of CSPMU accounting and financial report.
6. Coordinate and Report on Program performance for CSPMU Projects
7. Develop and implement CSPMU Programs' communication action plan.
8. Coordinate and facilitate CSPMU programs' communications and outreach activities at the county including to the public.
9. Ensure adherence to and implementation of ESS.
10. Oversee and coordinate procurement for the CSPMU programs.
11. Mediate on disputes between implementing departments, not involving the CSPMU.
12. Manage the complaints handling mechanism for the CSPMU programs.

13. Act as a linkage between the County/National government, agencies and Development partners on CSPMU programs through the Devolution Sector Working Group (DSWG).
14. Generate knowledge products for dissemination in quarterly knowledge sharing forums.

3.2 Staffing of the Migori CSPMU.

1. The Migori CSPMU is not a new office creation for the County.
2. The CSPMU coordinator and staff for the shared function will be deployed from the Counties' relevant departments/units.
3. Program Technical leads will be assigned to CSPMU.

3.3 Migori CSPMU Host Department.

The Migori CSPMU will be hosted at the County Department of Special programs & External Partnerships.

The CECM in charge of Public Service Management & Devolution shall be the CSPMU Lead and is responsible for the overall oversight, accountability, and achievement of results for the Program.

The Chief Officers from the implementing departments shall be the Accounting officer for the various development partner programs.

The relevant Accounting Officer in consultation with the CECMs Finance shall be responsible for:

- Ensuring that funds disbursed from The National Treasury (TNT) to the County Revenue Fund (CRF) are transferred to the Special Purpose Account (SPA) without delay.
- Maintaining proper books of accounts and financial reporting
- Ensuring compliance with the Public Finance Management Act (2012) and PFM Regulations (2015) in the conduct of their work.
- The Chief Officer special Programs & External Partnerships will ensure adequate staffing, financing and operationalization of the CSPMU structures.

4.0 Terms of Reference for Specific Migori CSPMU Staff.

4.1 Migori CSPMU Coordinator.

This is a director level position, reporting to the County Chief Officer responsible for Coordination of development partners. The Migori CSPMU coordinator is the head of the CSPMU and shall be responsible for the overall coordination and management of the CSPMU activities, including provision of strategic guidance on the day-to-day implementation of activities at the county level.

4.1.2 Responsibilities

- a) Provide effective leadership to the CSPMU.
- b) Act as a liaison between the county government, the National Government, Development partners and other national- level project executing agencies on matters related to implementation of the CSPMU programs within the county.
- c) With the NSPMU, coordinate and facilitate the Technical Assistance (TA) and capacity-building program to be delivered to counties.
- d) Coordinate and facilitate the TA and capacity-building program to be delivered by the CSPMU and related sector leads.
- e) Coordinate the preparation of county-level project Annual Work plans, Proposals, Budgets and associated Project Procurement Plans (PPPs) for timely submission.
- f) Ensure the effective utilization of project funds and other resources within the county according to the approved Annual Work Plan and Budget (AWPB) and PPPs through supervision and monitoring. This will include supervision of staff of the CSPMU, including conducting annual performance reviews.
- g) Coordinate timely preparation and submission of CSPMU projects progress, financial, and other non- financial reports.
- h) Ensure compliance of the CSPMU Projects/Programs within the county to all laid-down Development partners/GoK guidelines including fiduciary (procurement and Financial Management (FM)), environmental, and social safeguards (environmental assessment, natural habitat, pest management, resettlement policy, and indigenous peoples).
- i) Ensure adequate public participation for CSPMU Programs and policies.
- j) Ensure the timely dissemination of Program experience and results to relevant stakeholders.
- k) Ensure adequate liaison, synergies, and networking with other agencies either working in the project area or potentially concerned with project activities within the county.
- l) Ensure that an effective communication channel with the National Government, other participating counties (where such coordination/collaboration is applicable), county stakeholders, and participating beneficiary communities is established.
- m) Represent the CSPMU at relevant functions and meetings.
- n) Undertake project completion and financing closing activities when due.
- o) Perform any other duties relevant to the CPSMU.

4.1.3 Qualifications and Experience

The Officer will have the following qualifications:

- a) Master's degree in public policy/administration, business administration, project management, education, communication, leadership, governance, or other relevant fields.
- b) At least ten (10) years' working experience in the Public Sector in a relevant field
- c) Must be a serving officer at the grade of a Director or a comparable position
- d) Professional certification in a relevant field
- e) Membership to a relevant professional body where applicable

- f) Demonstrated ability in working in projects
- g) Good understanding of devolved sector policies, strategies, and regulatory framework
- h) Proficiency in computer application
- i) Good Communications skills
- j) Strong interpersonal skills

4.2 Program Technical Lead(s)

Reporting to the CSPMU Coordinator, the program technical lead will be responsible for the operational and technical coordination of the activities and results for the respective program/project in the CSPMU.

4.2.1 Responsibilities

- a) Provide effective technical leadership and guidance to the respective program/ project implementation teams.
- b) Take a lead in the planning and preparation of AWPBs for activities under their program and assist the CSPMU unit in formulating its AWPBs.
- c) In collaboration with the CSPMU, oversee the coordination and delivery of capacity-building activities under their respective programs.
- d) Coordinate the departmental program teams under their respective programs
- e) Ensuring timely preparation and submission of program level progress reports and other relevant reports to the CSPMU coordinator
- f) Ensure compliance of the project with the internal control procedures guidelines and that of the development partner
- g) Ensure adequate synergies for activities under their respective programs and activities in the rest of the Unit.
- h) Contribute to the preparation of periodic progress reports.
- i) Support the CSPMU coordinator in the overall management and coordination of the unit
- j) Undertake any other duties assigned by the CSPMU coordinator.

4.2.2 Qualifications and Experience

The officer shall have the following qualifications;

- a) Bachelor's degree or its equivalent in related field.
- b) At least Five (5) years' experience working in the relevant technical area.

- c) Must be a serving officer at a minimum grade of an Assistant Director or a comparable position.
- d) Good understanding of the specific implementation program policies, strategies, and regulatory framework.
- e) Proficiency in computer application.
- f) Good Communications skills.
- g) Strong interpersonal skills.

4.3 Migori CSPMU Accountant

Reporting to the County Single Project Management Coordinator, the CSPMU accountant will be responsible for managing county project finances in accordance with the requirements of the Government procedures, Financial Agreement, and any other related documents.

4.3.I Responsibilities

The roles and responsibilities of the accountant include, but are not limited to, the following:

- a) In close liaison with the relevant Department Accounting officer and County Finance Departments develop and put into operation the project financial and procurement system within the county.
- b) Contribute to the planning and preparation of county AWPBs as well as monitoring of the budgeted expenses.
- c) Coordinate the processing of CSPMU accounting transactions accurately and promptly including project payments for planned activities, operating expenses, travel, consultant/vendor payments, and other office running expenses.
- d) Coordinate timely preparation of periodic CSPMU financial reports in agreed formats.
- e) Coordinate the preparation, implementation, and review CSPMU funded projects as budgeted and actual annual cash flows and ensure adequate follow-up on matters needing clarification.
- f) Maintain program accounts reconciled at any given point in the project period and avail them including supporting documentation for auditing.
- g) Facilitate external financial audits for CSPMU program/projects
- h) Ensure that internal control procedures are adhered to in management of the project in the county.
- i) Perform other duties as may be assigned by the CSPMU Coordinator.

4.3.2 Qualifications and Experience

- a) Bachelor's degree in accounting, finance, business administration, economics, or related field from a recognized university
- b) Holder of a professional accounting qualification CPA (K)).
- c) Must be registered by a recognized professional body
- d) 5 years of working experience in accounting and finance.
- e) Familiarity with FM/accounting in a government ministry/department and development partners-funded projects.
- f) Good working knowledge of accounting, financial control, banking, procurement, and personnel policies and procedures.
- g) Proficiency in computer application.
- h) Good Communication skills.
- i) Strong interpersonal skills.

4.4 Migori CSPMU Procurement Officer / Supply Chain Management Officer.

Reporting to the CSPMU Coordinator, the Procurement Officer will be a member of the CSPMU finance team responsible for overseeing the preparation and execution of the project county Procurement Plans.

4.4.1 Responsibilities

- a) Coordinate preparation of annual county project PPs in collaboration with other members of the CSPMU and other partners within the county.
- b) Support in guidance and capacity building of partner institutions within the county on procurement policies and procedures of the Program.
- c) Coordinate the procurement of project works, goods and services at the county level.
- d) Participation in relevant CSPMU projects tender committee meetings and assisting with the preparation of committee reports.
- e) Ensure maintenance of high-quality CSPMU procurement files and contract registers for review by supervision missions and auditors.
- f) Coordinate preparation of regular CSPMU procurement progress and contracts management reports.
- g) Undertake any other duties assigned by the CSPMU Coordinator.

4.4.2 Qualifications and Experience

- a) Bachelor's degree in supplies management or any other procurement-related field from a recognized learning institution.
- b) Professional qualification/accreditation in procurement/supplies management (Institute of Supplies Management).
- c) Five years' experience with procurement of goods and services in the public sector.
- d) Comprehensive knowledge of Public Procurement Laws and Regulations.

- e) Proficiency in computer application.
- f) Good Communications skills.
- g) Strong interpersonal skills.

4.5 Migori CSPMU Monitoring and Evaluation Officer

Reporting to the CSPMU Coordinator.

4.5.I Responsibilities

- a) Coordinate establishment and operation of an effective M&E system in the CSPMU
- b) Organize and supervise baseline, impact, and other surveys at the county level as set out in the project M&E framework.
- c) Coordinate the preparation of the CSPMU annual work plan and Budget and its inclusion to the county development plans.
- d) Prepare regular CSPMU reports on implementation progress, performance, and impact of operations and ensure they are integrated into the county M&E system.
- e) Undertake any other duties assigned by the CSPMU Coordinator.

4.5.2 Qualifications and Experience

- a) Bachelor's degree in statistics, economics, project planning/ management, or a related field from a recognized university
- b) Professional training in M&E
- c) Five years of relevant working experience, at least three (3) year of which must be in M&E
- d) Strong analytical skills
- e) Good Communications skills
- f) Strong interpersonal skills

4.6 CSPMU County Social Safeguards Officer

Reporting to the CSPMU Coordinator.

4.6.I Responsibilities

- a) Ensure quality and timely implementation of Program safeguard plans and ensure compliance to environmental and social safeguards standards at all times.
- b) Follow up and resolve social safeguard incidents at the county
- c) Implement the Program's strategy and process for community consultations, community mobilization, ensuring inclusion and transparency and that elite capture is mitigated.
- d) Lead the setup of a functional social risk management system that is appropriate for their individual county.

- e) With the guidance of the county public participation lead teams, develop a stakeholder engagement plan for the CSPMU Programs that includes all the vulnerable groups as well as the vulnerable and marginalized groups and that is adequately financed.
- f) Prepare and submit quarterly and annual reports on social safeguards to the CSPMU.
- g) Undertake any other duties assigned by the CSPMU Coordinator.

4.6.2 Qualifications and Experience

- a) Bachelor's degree in relevant social sciences field from a recognized university.
- b) At least five (5) years of working experience in social safeguards management
- c) Be a registered member of a relevant professional body where applicable
- d) Good understanding social safeguards guidelines of the GoK and development partners
- e) Experience in development and implementation of Vulnerable and Marginalized Groups Plans
- f) Have experience with designing and delivering capacity-building programs on gender and social safeguards
- g) Proficiency in computer application
- h) Good Communications skills
- i) Strong interpersonal skills

4.7 Migori CPSMU Environmental Safeguards Officer

Reporting to the CSPMU Coordinator.

4.7.I Responsibilities

- a) Put in place effective environmental management systems and fully integrate environmental risk assessment, management, and mitigation measures into the technical preparation of CSPMU activities and projects in line with relevant Kenyan laws, regulations, and development partner's safeguards policies.
- b) Coordinate environmental impact assessments at the county level and make appropriate recommendations.
- c) Prepare periodic environment reports for CSPMU programs.
- d) Undertake any other duties assigned by the CSPMU Coordinator.

4.7.2 Qualifications and Experience

- a) Bachelor's degree in environmental sciences, environmental engineering, natural sciences, natural resources management, or environmental science or any other related course from a recognized university.
- b) At least 5 years of working experience in environmental safeguards management.
- c) Be a registered member of a relevant professional body.
- d) Good understanding of environmental safeguards guidelines

- e) Proficiency in computer application.
- f) Good Communication skills.
- g) Strong interpersonal skills.