



KEHANCHA MUNICIPALITY

County Government of Migori

ANNUAL INVESTMENT PLAN

2025/2026



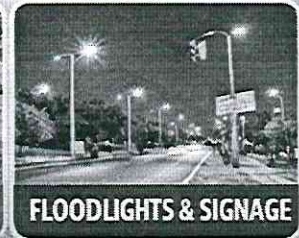
CBD ROAD EXPANSION



WALKWAYS & CYCLE LANES



TREE PLANTING



FLOODLIGHTS & SIGNAGE



STORMWATER DRAINS



WASTE MANAGEMENT



RECREATIONAL PARK



MARKET EXPANSION



KEHANCHA MUNICIPALITY

Migori
County

"Building a Progressive, Resilient, and Inclusive Kehancha"

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Foreword

As Chairperson of the Kehancha Municipal Board, it is my pleasure to present the Kehancha Municipality Annual Investment Plan (KM-AIP) for FY 2025/2026. This Plan provides a strategic roadmap for guiding investments that enhance urban infrastructure, strengthen service delivery, and promote inclusive and sustainable development within our Municipality.

The preparation of this Annual Investment Plan was carried out through a rigorous, evidence-based, and participatory process, aligned with the Kenya Urban Support Programme II (KUSP II) and consistent with the County Integrated Development Plan (CIDP 2023–2028), the County Annual Development Plan (ADP 2025/2026), and the Kehancha Municipality Urban Integrated Development Plan (IDeP 2024–2028). It reflects a shared commitment by municipal leadership, technical experts, county departments, and diverse stakeholders to translate municipal priorities into actionable and impactful investment programmes.

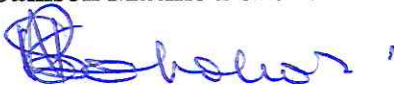
I wish to particularly acknowledge H.E. Dr. George Mbogo Ochilo Ayacko, Governor of Migori County, for his visionary leadership and unwavering support for urban development and municipal governance. His guidance has created an enabling environment for municipalities to plan and implement transformative initiatives. Special recognition is also due to the County Executive Committee Member responsible for Lands, Housing, Physical Planning, and Urban Development, whose policy direction has been instrumental throughout this process.

I further commend the Municipal Urban Board, the Municipal Manager, and the technical team of Kehancha Municipality for their professionalism, dedication, and coordination in compiling this Plan. I also appreciate the invaluable contributions of community members, ward representatives, private sector actors, civil society organizations, youth and women’s groups, and persons with disabilities whose engagement ensures that this Plan is truly reflective of the aspirations of our residents.

Finally, I acknowledge the continued support of the National Government, particularly the State Department for Housing and Urban Development and the National Treasury, through KUSP II, which has strengthened municipal planning and institutional capacity.

The collaborative effort of all stakeholders has made it possible to produce a forward-looking Annual Investment Plan that will guide investments aimed at improving service delivery, enhancing climate resilience, and supporting sustainable economic growth in Kehancha Municipality.

Samson Matiko Bohoko



Chairperson, Kehancha Municipal Board

Acknowledgements

The preparation of the Kehancha Municipality Annual Investment Plan (KM-AIP) for FY 2025/2026 was made possible through the dedication, expertise, and collaboration of many stakeholders. I extend sincere gratitude to all municipal staff, technical experts, and community representatives who actively participated in consultations, providing insights that ensured the Plan reflects the real needs and aspirations of Kehancha residents.

Special appreciation goes to H.E. Dr. George Mbogo Ochilo Ayacko, Governor of Migori County, and the County Executive Committee Member for Lands, Housing, Physical Planning, and Urban Development, for their guidance and support in creating an enabling environment for municipal planning and development.

I also acknowledge the vital contributions of private sector partners, civil society organizations, youth and women's groups, and persons with disabilities, whose engagement strengthened the Plan's inclusivity and relevance.

Finally, we recognize the continued support of the National Government through the State Department for Housing and Urban Development and the National Treasury via KUSP II, which has reinforced institutional capacity and municipal planning processes.

The collective efforts of all involved have culminated in a forward-looking Plan that will guide impactful investments, enhance service delivery, and promote sustainable growth in Kehancha Municipality.



Mr Maroa Simon Nokwi

Municipal Manager, Municipality of Kehancha

Executive Summary

The Kehancha Municipality Annual Investment Plan (KM-AIP) for FY 2025/2026 provides a comprehensive framework for guiding municipal development through strategic infrastructure investments, improved service delivery, and strengthened institutional governance. The plan translates the Municipality's long-term development priorities into an actionable annual program that aligns with national, county, and municipal planning frameworks. It is prepared within the framework of the Kenya Urban Support Programme II (KUSP II) and is consistent with the County Integrated Development Plan (CIDP 2023–2028), the County Annual Development Plan (ADP 2025/2026), and the Urban Integrated Development Plan (IDeP 2024–2028). The plan also adheres to the legal and policy provisions established by the Constitution of Kenya (2010), the Urban Areas and Cities Act, the County Governments Act, the Public Finance Management Act, and other sectoral legislation governing urban planning, environmental management, and public finance.

Chapter One of the plan provides the policy, legal, and development context within which Kehancha Municipality operates. It outlines the institutional and governance framework guiding municipal planning and service delivery while presenting the socio-economic and spatial characteristics of the Municipality. Located in Kuria West Sub-County within Migori County, Kehancha Municipality serves as a key administrative and commercial center along the C13 Migori–Lolgorian corridor. The Municipality has an estimated population of approximately 82,914 residents and is experiencing steady urban growth driven by rural–urban migration and expanding commercial activity. The chapter highlights the Municipality's economic structure, which is supported by trade, agriculture, small-scale manufacturing, and an active informal sector. While the Municipality possesses significant economic potential, it also faces challenges including infrastructure deficits, limited waste management capacity, flooding risks due to inadequate drainage, youth unemployment, and environmental pressures associated with urban expansion. These challenges underscore the need for targeted investments that promote inclusive growth, sustainable urbanization, and climate resilience.

Chapter Two presents the Municipality's development priorities and strategic direction. Guided by the vision of becoming a green, resilient, inclusive, and economically dynamic urban center, the Municipality has identified priority investment programs that aim to enhance urban mobility, strengthen economic infrastructure, improve environmental management, and expand access to public services. Key priority sectors include urban roads and mobility infrastructure, stormwater drainage, solid waste management, markets and economic facilities, public spaces and parks, urban lighting, non-motorized transport, and climate-resilient infrastructure. These investments are designed to improve connectivity, support commerce, enhance safety, and create more livable urban environments. The chapter also emphasizes the Municipality's commitment to environmental sustainability and climate adaptation by integrating urban greening, flood mitigation infrastructure, and ecosystem protection into municipal planning. Social inclusion remains a core pillar of the development strategy, with particular attention given to empowering women, creating opportunities for youth, improving accessibility for persons with disabilities, and strengthening the productivity of informal sector workers who form a large share of the local economy. The strategy further recognizes the importance of private sector engagement and

encourages partnerships in areas such as market development, urban infrastructure management, and investment in technology and public services.

Chapter Three details the project identification, prioritization, and programming process used to develop the Municipality's annual investment portfolio. The Municipality employs a participatory and evidence-based approach that combines citizen engagement, stakeholder consultations, technical analysis, and institutional review. Residents participate through ward-level forums, community consultations, and feedback platforms, ensuring that development priorities reflect the needs and aspirations of the community. Proposed projects are then subjected to rigorous technical screening to assess their climate resilience, environmental and social safeguards compliance, economic benefits, financial feasibility, service coverage potential, and level of social inclusion. A weighted prioritization framework is applied to rank projects according to their strategic value, focusing on service delivery impact, climate resilience, economic benefits, cost feasibility, social inclusion, and implementation readiness. The outcome of this process is a carefully structured investment portfolio for FY 2025/2026 consisting of eight key projects targeting urban mobility, environmental sustainability, economic infrastructure, and public service improvement. Major projects include the expansion and improvement of central business district circulation roads, development of non-motorized transport infrastructure, urban greening through tree planting initiatives, installation of floodlights and road signage, construction of stormwater drainage systems, operationalization of solid waste management facilities, groundwork for a multi-functional recreational park, and preparatory works for the expansion of the central business district market. Together, these projects represent a coordinated strategy for addressing immediate infrastructure gaps while laying the groundwork for long-term urban transformation.

Chapter Four outlines the implementation and financing framework that will guide the execution of the investment program. The Municipality has established a clear institutional structure to ensure effective project delivery. Strategic oversight is provided by the Municipal Urban Board, while the Municipal Manager coordinates project implementation and supervises technical departments responsible for planning, engineering, finance, and environmental management. The County Government of Migori plays an important supportive role by providing policy alignment, technical oversight, and complementary funding. Procurement and contract management will follow the provisions of the Public Procurement and Asset Disposal Act (PPADA, 2015) to ensure transparency, competitiveness, and value for money. The total investment envelope for FY 2025/2026 amounts to KSh. 198 million, financed through a diversified funding structure that includes KSh. 71 million from the Urban Development Grant (UDG), KSh. 30 million from the Urban Institutional Grant (UIG), KSh. 62 million from the County Government allocation, KSh. 25 million through Public-Private Partnerships (PPP), and KSh. 10 million from development partners and other sources. This blended financing approach ensures fiscal sustainability while expanding the scale of municipal investment. A significant portion of the budget—approximately KSh. 70 million, representing about 36 percent of the total investment portfolio—is allocated to climate-related projects. These investments include urban greening, stormwater drainage infrastructure, climate-adaptive market infrastructure, and the development of environmentally sustainable public spaces. The chapter also outlines strategies for strengthening municipal own-source revenue through improved market fees, parking management systems, development permit processing, and business licensing reforms.

Chapter Five presents the monitoring, accountability, and risk management framework designed to ensure that investments deliver measurable development outcomes. The Municipality adopts a results-based monitoring system that tracks performance through clear indicators such as kilometers of roads upgraded, expansion of waste collection coverage, number of jobs created, and the development of climate-resilient infrastructure. Through the implementation of the FY 2025/2026 investment portfolio, the Municipality expects to upgrade approximately two kilometers of urban roads, develop three kilometers of walkways and cycle lanes, expand waste collection coverage from 40 percent to 70 percent, and generate approximately 500 employment opportunities through construction, infrastructure maintenance, landscaping, and expanded market operations. Monitoring activities will include regular project inspections, financial audits, and quarterly performance reports submitted to the Municipal Urban Board, the County Government, the National Treasury, and the State Department for Housing and Urban Development. Citizen participation remains central to the accountability framework, with mechanisms such as public forums, stakeholder consultations, and grievance redress systems enabling residents to provide feedback and monitor project implementation. The chapter also identifies potential implementation risks—including procurement delays, funding uncertainties, and climate hazards—and outlines mitigation measures such as early procurement planning, diversified financing strategies, and climate-resilient infrastructure design. Finally, the plan provides for formal approval by the Municipal Urban Board and endorsement by the County Executive, followed by public disclosure through official county and municipal platforms to ensure transparency and stakeholder awareness.

Overall, the FY 2025/2026 Annual Investment Plan represents a strategic effort to transform Kehancha Municipality into a more resilient, inclusive, and economically vibrant urban center. By combining infrastructure modernization, environmental sustainability, economic empowerment, and strong governance systems, the plan seeks to improve service delivery, expand economic opportunities, and enhance the quality of life for residents while positioning the Municipality for sustainable long-term growth.

CHAPTER 1: POLICY, LEGAL AND MUNICIPAL DEVELOPMENT CONTEXT

1.0 Introduction

This chapter presents the development context and diagnostic analysis of Kehancha Municipality to guide evidence-based planning, resource allocation, and strategic decision-making for the 2025/2026 Annual Investment Plan. It integrates the municipality's physical, demographic, economic, institutional, and environmental conditions, highlighting infrastructure gaps, climate vulnerabilities, economic opportunities, and governance structures. The analysis provides the foundation for prioritizing investments that are inclusive, climate-resilient, and aligned with national, county, and global frameworks.

1.1 Legal and Institutional Framework

Kehancha Municipality's planning and operations are grounded in the Constitution of Kenya (2010), which devolves functions to county governments, including urban planning, trade regulation, transport, pre-primary education, health services, and public works. The Constitution emphasizes public participation, equity, accountability, sustainability, and prudent use of resources, forming the foundation of municipal governance.

Additional statutory instruments guiding municipal operations include:

| Act | Purpose / Relevance |
|--|---|
| Urban Areas and Cities Act (2011, amended 2019) | Requires municipalities to prepare integrated development plans for service delivery, infrastructure investments, and performance monitoring. |
| County Governments Act (2012) | Provides a legal framework for county planning, budgeting, and citizen participation. |
| Public Finance Management Act (2012) | Ensures fiscal discipline, links planning to budgeting, and promotes value for money. |
| Physical and Land Use Planning Act (2019) | Guides spatial planning, zoning, land development, and orderly urban growth. |
| Environmental Management and Coordination Act (1999) | Mandates Environmental Impact Assessments (EIA) and safeguards ecological sustainability. |
| Water Act (2016) | Regulates water resources, supply, and sanitation. |
| Public Health Act (Cap 242) | Ensures standards for sanitation, public health, and food safety. |

Institutional Governance: Kehancha Municipality operates under the Municipal Board, headed by the Municipal Manager and supported by sectoral county departments. The municipality engages stakeholders through citizen forums, development partners, and the private sector to enhance accountability and performance.

1.2 Kenya Urban Support Programme II (KUSP II) Framework

The UAIP is prepared within the KUSP II framework, which supports municipal infrastructure development and institutional strengthening through two key funding instruments:

| Grant Type | Purpose / Scope |
|---------------------------------|--|
| Urban Development Grant (UDG) | Investment in priority municipal infrastructure and climate-resilient projects. |
| Urban Institutional Grant (UIG) | Strengthening municipal capacity for planning, governance, and service delivery. |

Annual Performance Assessment (APA) Requirements: The UAIP demonstrates compliance with APA standards by including citizen participation, project prioritization, climate resilience, inclusivity, and governance benchmarks.

Minimum Conditions and Performance Standards: The Plan ensures alignment with KUSP II's MCs and PSs, including service delivery coverage, environmental and social safeguards, fiscal prudence, and institutional readiness.

1.3 Alignment with Planning Frameworks

The UAIP is nested within national, county, and municipal planning frameworks to ensure policy coherence, strategic alignment, and effective implementation:

| Planning Framework | Alignment Focus |
|---|--|
| County Integrated Development Plan (CIDP 2023–2028) | Strategic priorities, infrastructure, and socio-economic development goals. |
| County Annual Development Plan (ADP 2025/2026) | Operationalization of county investment programs, resource allocation, and budgeting. |
| Urban Integrated Development Plan (IDeP 2024–2028) | Provides a long-term spatial and investment strategy for Kehancha Municipality. |
| Local Physical and Land Use Development Plan (LPLUDP) | Guides zoning, settlement structure, and planned urban expansion. |
| Climate Risk Profile | Informs infrastructure design, disaster mitigation, and environmental sustainability strategies. |

This alignment ensures municipal investments are coordinated, evidence-based, and growth-leveraged.

1.4 Municipal Profile and Development Trends

1.4.1 Location and Administrative Structure

Kehancha Municipality is located in Kuria West Sub-County, Migori County, along the C13 Migori–Lolgorian Road, approximately 368 km west of Nairobi and 156 km south of Kisumu,

covering 171.3 km². It serves as the administrative headquarters for Kuria West Sub-County and comprises Masaba, Bukira Central/Ikerege, and Bukira East wards.

1.4.2 Population and Urbanization

The Municipality has an estimated population of 82,914 residents, experiencing an average annual growth rate of approximately 3.5 percent. The population is predominantly youthful, with more than half of residents under the age of 35, highlighting a significant dependency ratio and the need for targeted youth-focused economic and social interventions. Spatially, the population is concentrated in the central business district (CBD), where residential and commercial activities create high-density settlements. Surrounding peri-urban areas are expanding steadily, driven by rural–urban migration and the search for affordable housing, while the outer peripheral rural settlements remain sparsely populated. This uneven population distribution shapes infrastructure needs, service delivery priorities, and urban expansion strategies, emphasizing the importance of planned densification and strategic investment to manage growth sustainably.

1.4.3 Economic Structure and Livelihoods

The economy of Kehancha Municipality is diverse, combining trade, agriculture, small-scale industry, and cultural enterprises to support livelihoods and local development. Trade and commerce dominate the urban core, encompassing retail and wholesale businesses as well as financial services, which serve both residents and the broader regional market. Agriculture remains a key livelihood source, with urban farming, livestock rearing, poultry production, and crop cultivation contributing to household incomes and food security. Small-scale industrial activities, including Jua Kali workshops, bakeries, milk processing plants, and artisanal gold mining, provide employment, value addition, and opportunities for enterprise development. Cultural tourism also presents untapped potential, with the rich Kuria heritage, traditional festivals, and historical sites offering avenues for economic diversification and community empowerment. The informal sector plays a pivotal role in sustaining the municipality’s economy, generating employment, supporting entrepreneurship, and contributing to local revenue, despite challenges related to infrastructure, access to finance, and formal business support. Collectively, these economic activities form the backbone of Kehancha’s growth, presenting opportunities for strategic investment, value chain enhancement, and inclusive urban development.

1.5 Urban Infrastructure and Service Delivery Status

| Service Area | Current Status / Baseline |
|-----------------|--|
| Roads | C13 and feeder roads; some unpaved; urban mobility constraints |
| Drainage | Limited stormwater systems; flood-prone areas |
| Water | Managed by MIKUTRA; uneven access in peri-urban areas |
| Sanitation | Partial coverage; informal settlements underserved |
| Solid Waste | Collection services limited; informal disposal common |
| Public Lighting | CBD partially lit; peripheral areas underserved |

1.6 Development Challenges and Opportunities

1.6.1 Challenges

- Rapid population growth and informal settlement expansion
- Limited infrastructure and service coverage
- Narrow economic base and limited industrialization
- High youth unemployment and skills mismatch
- Weak municipal revenue mobilization
- Land management and planning constraints
- Environmental degradation and climate risks (flooding, drought, heat stress, waste pollution)
- Institutional and financial capacity gaps

1.6.2 Opportunities

- Strategic location along regional trade corridors (C13)
- Growing urban population and consumer base
- Vibrant informal economy with formalization potential
- Agro-processing and value addition opportunities
- Cultural tourism development
- Mineral resources supporting artisanal mining
- Land availability for planned urban expansion
- Public-private partnerships (PPPs) and investment attraction

1.7 Role of the Municipality Annual Investment Plan

The MAIP operationalizes the Municipal IDeP and provides a structured, actionable investment roadmap. It:

- a) **Translates strategic priorities into annual projects** for infrastructure, services, and economic development
- b) **Prioritizes municipal investments** based on service impact, climate resilience, social inclusion, and feasibility
- c) **Guides budgeting and procurement** ensuring fiscal discipline and resource optimization
- d) **Supports APA compliance** by demonstrating alignment with KUSP II Minimum Conditions and Performance Standards, citizen engagement, and results-based monitoring

By connecting the municipal diagnostic, legal frameworks, and development opportunities, the MAIP ensures that Kehancha Municipality maximizes value creation, strengthens resilience, and fosters inclusive and sustainable urban growth.

CHAPTER 2: MUNICIPAL DEVELOPMENT PRIORITIES AND STRATEGY

2.1 Vision and Strategic Development Objectives

Aligned with the MIDeP for Kehancha, the Municipality’s development vision is to become a green, resilient, inclusive, and economically dynamic urban center. This vision is operationalized through strategic objectives that prioritize opportunity maximization, value creation, climate resilience, inclusive growth, and institutional performance. Over the 2024–2028 period, the Municipality is focus on high-impact investments that stimulate enterprise, improve service delivery, enhance municipal revenue, and deliver measurable improvements in residents’ quality of life. The strategic objectives guide infrastructure development, social service provision, environmental sustainability, and governance, ensuring that every intervention reinforces economic, social, and environmental outcomes.

2.2 Priority Municipal Development Programs

Building on the Kenya Urban Support Programme (KUSP) framework, Kehancha Municipality has delineated a set of priority development programs that aim to drive sustainable urban transformation, stimulate economic growth, and enhance the quality of life for residents. The programs integrate infrastructure modernization, environmental sustainability, social inclusion, and climate resilience, with targeted projects for FY 2025/26 highlighted below.

2.2.1 Urban Roads

Upgrading key access and circulation routes is essential for improving connectivity, reducing congestion, and enhancing transport efficiency. In FY 2025/26, the Municipality will focus on expanding and improving CBD circulation roads, alongside preparatory works for alternative routes, including the acquisition of land for a future bypass. These interventions will streamline urban mobility, facilitate trade, and support broader economic activities.

2.2.2 Drainage and Stormwater Management

Effective drainage infrastructure is critical to reducing flooding, safeguarding property, and enhancing urban resilience. FY 2025/26 initiatives will include the initial construction of drains along priority CBD corridors, laying the foundation for a comprehensive stormwater management system that mitigates flood risks and strengthens the municipality’s climate adaptation capacity.

2.2.3 Solid Waste Management

Efficient waste management underpins public health, environmental quality, and urban aesthetics. During FY 2025/26, the focus will be on operationalizing municipal solid waste transfer points and installing strategically located public waste bins. These measures will optimize waste collection, reduce street litter, and promote environmental stewardship across the urban landscape.

2.2.4 Markets and Economic Infrastructure

Modernized trading spaces are pivotal for supporting commerce, enhancing informal sector productivity, and generating municipal revenue. FY 2025/26 interventions will prioritize the expansion of CBD market facilities, including the installation of shades, improved sanitation, and preparatory floodlighting. These investments aim to decongest trading areas, extend business operating hours safely, and create a conducive environment for enterprise growth.

2.2.5 Public Spaces and Parks

Recreational and green spaces contribute to urban livability, social interaction, and tourism potential. In FY 2025/26, the Municipality will advance the design and groundwork for a multi-functional recreational park while implementing urban greening initiatives, including tree planting along streets and market areas. These actions will foster inclusive, safe, and vibrant public spaces that enhance environmental quality and community well-being.

2.2.6 Urban Lighting

Street and public lighting enhances safety, facilitates night-time economic activity, and reduces crime. For FY 2025/26, the Municipality will install floodlights and streetlights along major market corridors and public thoroughfares, improving visibility, supporting extended business operations, and reinforcing the perception of a secure urban environment.

2.2.7 Non-Motorized Transport (NMT)

Developing pedestrian- and cyclist-friendly infrastructure is key to promoting safety, inclusivity, and mobility. During FY 2025/26, the Municipality will construct initial walkways, cycle lanes, zebra crossings, and associated road signage in high-traffic and school areas. These measures will facilitate safe and accessible mobility for all residents, particularly children, the elderly, and persons with disabilities.

2.2.8 Climate-Resilient Infrastructure

Integrating climate-smart and environmentally sustainable designs ensures the long-term resilience of urban infrastructure. FY 2025/26 priorities include urban greening, riparian protection, and preliminary stormwater mitigation works. These initiatives will reduce climate vulnerability, protect ecosystems, and enhance the sustainability and livability of Kehancha's urban environment.

2.3 Climate Resilience and Environmental Sustainability

Kehancha Municipality's investment strategy embeds climate resilience and environmental sustainability at the core of urban development. Projects are deliberately designed to reduce

climate risks, enhance ecosystem integrity, and strengthen the municipality's capacity to withstand disasters.

Key interventions include stormwater management, urban greening, and climate-adaptive infrastructure, which collectively mitigate flood risks, improve microclimates, and safeguard natural resources. Specific measures—such as riparian zone protection, strategic tree planting along streets and public spaces, and the integration of low-carbon, flood-resilient designs in roads, markets, and public facilities—reduce vulnerability to extreme weather events while fostering long-term environmental stewardship.

By mainstreaming climate considerations into urban planning, Kehancha ensures that growth remains ecologically sustainable, making the municipality safer, more livable, and resilient to future climatic challenges. These investments not only protect lives and property but also create greener, healthier, and economically vibrant urban spaces for all residents.

2.4 Social Inclusion and Equity

Kehancha Municipality's development strategy is anchored on the principle of equity, ensuring that all population segments actively participate in, and benefit from, urban growth. The Municipality recognizes that inclusive development strengthens social cohesion, expands economic opportunities, and fosters sustainable prosperity. FY 2025/26 interventions will prioritize the following groups:

2.4.1 Women

Women's economic empowerment is central to equitable urban growth. Projects will provide priority access to trading facilities, financial inclusion programs, and entrepreneurial support within market and SME development initiatives. These measures aim to enhance women's productivity, income generation, and leadership in the local economy.

2.4.2 Youth

Recognizing youth as a driver of innovation and productivity, investments will focus on sports infrastructure, ICT hubs, public libraries, and skills development programs. These initiatives will expand recreational and learning opportunities, enhance employability, and strengthen youth engagement in community and economic activities.

2.4.3 Persons with Disabilities (PWDs)

The Municipality is committed to creating an accessible and safe urban environment. Non-motorized transport (NMT) infrastructure, public buildings, and market layouts will be designed to meet accessibility standards, ensuring that PWDs can navigate, participate, and benefit fully from urban services and economic opportunities.

2.4.4 Informal Sector Workers

The informal sector is a critical engine of employment and local revenue. Strategies will include the provision of serviced trading sheds, simplified licensing, and integration into formal market systems. These measures will enhance productivity, support business growth, and increase contributions to municipal revenue streams.

2.4.5 Vulnerable Communities

No group will be left behind. Targeted interventions in water supply, sanitation, housing, and health services will be implemented to uplift marginalized communities, reduce disparities, and strengthen social protection. These efforts will ensure equitable access to essential services and improve overall community resilience.

2.5 Private Sector Engagement and Partnerships

Kehancha Municipality recognizes that sustainable urban transformation requires robust collaboration with the private sector. Public-Private Partnerships (PPPs) are central to the delivery of high-impact municipal projects, enabling the Municipality to leverage private capital, technical expertise, and innovative solutions while ensuring long-term operational sustainability.

Key areas for private sector participation include:

- **Market Infrastructure Modernization:** Investment in construction, operational management, sanitation, and maintenance of modernized trading facilities, enhancing commerce, informal sector productivity, and municipal revenue.
- **Affordable Housing and Serviced Land Development:** Partnerships to mobilize private resources for the development of affordable housing units and strategically serviced land, ensuring orderly urban growth and improved living conditions.
- **ICT, Urban Lighting, and Mobility Initiatives:** Collaboration in technology-driven solutions for digital inclusion, street lighting, and non-motorized transport infrastructure, promoting efficiency, safety, and accessibility.

Strategic partnerships not only increase investment efficiency but also facilitate knowledge transfer, strengthen institutional capacity, and unlock additional financing. By integrating private sector innovation, co-investment opportunities, and performance-based management, the Municipality ensures that its infrastructure, services, and economic development interventions are financially viable, socially inclusive, and aligned with long-term urban resilience goals.

2.6 FY 2025/26 Key Project Highlights

The Municipality's FY 2025/26 priority projects focus on delivering tangible improvements in mobility, safety, commerce, environmental quality, and social inclusion, while laying the groundwork for sustained urban transformation. These initiatives are directly aligned with Kehancha's **THIIRI core values** and the municipality's strategic objectives, ensuring that every investment maximizes social, economic, and environmental returns.

| Sector | Project | Expected Impact | KPIs | Cost (KSh.) | Implementing Actors |
|--------------------------------------|---|--|---|-------------|---|
| Transport and Mobility | Expansion and improvement of CBD circulation roads | Reduced congestion and improved urban mobility | Km of roads upgraded; Travel time reduction (%) | 60M | KMB (Lead), KeRRA, KURA, Development Partners |
| NMT Infrastructure | Walkways, cycle lanes, zebra crossings, signage | Safe, inclusive mobility with improved traffic flow | Km of walkways/cycle lanes developed; # NMT facilities installed | 30M | KMB (Lead), KeRRA, Donors |
| Urban Greening | Ornamental tree planting along streets, parks, markets | Enhanced environmental quality, climate resilience | # trees planted; Survival rate (%) | 20M | KMB (Lead), Development Partners, NGOs |
| Urban Lighting | Installation of road signage and floodlights | Enhanced traffic safety, public security | # lights installed; Operational hours | 8M | KMB (Lead), KeRRA, KURA, Development Partners |
| Heavy Commercial Vehicle Park | Upgrading the Kaa na Watu Heavy vehicle Park to cabrios | Improved heavy commercial Vehicle management, reduced congestion in Kehancha CBD | No. of heavy commercial vehicle using the park | 30M | KMB (Lead), Development Partners |

Collectively, these projects address both immediate service delivery gaps and long-term urban priorities. By integrating infrastructure improvements, environmental enhancements, and inclusive mobility measures, Kehancha Municipality reinforces its commitment to green, resilient, and economically dynamic urban development, creating measurable benefits for residents, businesses, and visitors alike.

CHAPTER 3: PROJECT IDENTIFICATION, PRIORITIZATION AND PROGRAMMING AS MUNICIPAL INVESTMENT

3.1 Investment Identification Process

Kehancha Municipality employs a multi-layered, participatory, and evidence-driven approach to identify investment priorities, ensuring that each project responds to citizen needs, economic opportunities, and sustainable urban growth imperatives. The process integrates public input, technical rigor, and institutional oversight, guaranteeing that all investments are strategically aligned and capable of delivering measurable impact.

3.1.1 Citizen Participation

Investment identification begins with extensive citizen engagement, where residents are actively consulted through regular ward-level fora, public dialogues, and community meetings. These interactions provide a platform for citizens to express their priorities, share local challenges, and propose solutions for urban infrastructure, social services, and environmental interventions. To ensure continuous input beyond formal meetings, the Municipality maintains feedback channels such as suggestion boxes, digital platforms, and social media tools, allowing citizens to contribute ideas throughout the planning and implementation process.

3.1.2 Stakeholder Consultations

The Municipality engages key stakeholders, including County Government departments, national agencies, private sector representatives, development partners, NGOs, and community-based organizations, to harmonize proposed projects with broader development objectives. Consultations focus on assessing technical and operational feasibility, expected economic returns, and social inclusion considerations. Through participatory workshops, stakeholders collectively evaluate projects to ensure that investments are viable, high-impact, and aligned with national and regional priorities.

3.1.3 Technical Review

All proposed investments undergo rigorous technical review by municipal experts in engineering, economics, and environmental management. Each project is assessed for compliance with urban development standards, alignment with climate resilience objectives, cost-effectiveness, and the potential to leverage partnerships. The technical review ensures that every initiative is feasible, sustainable, and capable of delivering both immediate and long-term benefits to the Municipality and its residents.

3.1.4 Urban Board Approval

Following technical evaluation, project recommendations are presented to the Municipal Urban Board for strategic validation. The Board assesses each project's alignment with the Urban Integrated Development Plan (IDeP) and the Kenya Urban Support Programme (KUSP) objectives. Projects approved by the Board proceed to screening, prioritization, and inclusion in

the annual investment plan, ensuring that the Municipality's investments are endorsed, transparent, and accountable to all stakeholders.

This structured approach ensures that the Municipality's investments are strategically focused, technically sound, socially inclusive, and environmentally responsible, forming a robust foundation for sustained urban transformation and measurable socio-economic impact.

3.2 Project Screening and Eligibility

All proposed projects in Kehancha Municipality are subjected to a structured screening process using the KUSP pre-screening checklist to ensure alignment with national urban development priorities, sustainability standards, and the Municipality's strategic objectives.

3.2.1 Climate Resilience

Projects are evaluated for their capacity to incorporate low-carbon, flood-resilient, and energy-efficient designs. This ensures that investments mitigate climate risks, enhance urban resilience, and contribute to long-term environmental sustainability.

3.2.2 Environmental and Social Safeguards

Each project is assessed for compliance with environmental protection, pollution control, and social inclusion standards. Investments must preserve ecosystems, manage environmental impacts responsibly, and ensure that all social groups are considered in planning and implementation.

3.2.3 Economic Impact

Projects are analyzed for their potential to stimulate local economic activity. This includes generating employment, supporting enterprise growth, expanding market opportunities, and increasing municipal revenue streams. Priority is given to investments with high local multiplier effects.

3.2.4 Feasibility

Technical, financial, and institutional feasibility is carefully reviewed. Projects must demonstrate clear implementation timelines, cost-effectiveness, resource availability, and alignment with the Municipality's operational capacity and governance structures.

3.2.5 Service Coverage

Projects are evaluated for their contribution to expanding access to essential urban services, particularly in underserved wards. This ensures equitable distribution of infrastructure and service delivery benefits across the Municipality.

3.2.6 Social Inclusion

Screening emphasizes inclusivity, ensuring that women, youth, persons with disabilities, informal sector participants, and vulnerable communities directly benefit from municipal investments.

Projects that fail to meet the minimum standards in any of these areas are either restructured or deferred until they satisfy technical, financial, environmental, and social criteria, guaranteeing that only implementable, high-impact projects are included in the Municipality's annual investment portfolio.

3.3 Investment Prioritization Framework

To ensure that resources are allocated to projects with the greatest impact, Kehancha Municipality applies a weighted scoring system that captures the multidimensional value of each proposed investment. This framework combines quantitative assessment with strategic judgment, ensuring that selected projects maximize service delivery, economic growth, climate resilience, and social inclusion while remaining technically and financially feasible.

3.3.1 Prioritization Criteria

Projects are evaluated against six core criteria, each assigned a specific weight reflecting its strategic importance:

| Criteria | Weight |
|--------------------------|--------|
| Service Delivery Impact | 25% |
| Climate Resilience | 20% |
| Economic Benefits | 20% |
| Cost Feasibility | 15% |
| Social Inclusion | 10% |
| Implementation Readiness | 10% |

Service delivery impact measures the degree to which a project improves access, efficiency, and quality of municipal services. Climate resilience evaluates how the project strengthens adaptability to extreme weather, flood risks, and low-carbon solutions. Economic benefits capture potential gains in local commerce, employment, enterprise growth, and municipal revenue. Cost feasibility ensures prudent use of financial resources and value for money. Social inclusion assesses whether women, youth, persons with disabilities, informal sector actors, and vulnerable communities benefit equitably. Implementation readiness considers technical, institutional, and administrative capacity to deliver the project successfully.

3.3.2 Prioritization Process

The Municipality follows a structured, stepwise approach to rank projects objectively:

- a) Each project is assigned a quantitative score between 1 and 5 for every criterion, based on technical appraisals, stakeholder consultations, and feasibility analyses.
- b) Scores are multiplied by the respective criterion weight to generate weighted values.
- c) Total weighted scores are calculated to rank projects, ensuring that resources are directed toward the most strategic, sustainable, and inclusive interventions.

This methodology ensures that every investment is evaluated not only for immediate service impact but also for long-term economic, environmental, and social value.

3.3.3 Outcome of Prioritization

The output is a ranked portfolio of projects that guides annual and multi-year investment planning. This portfolio balances high-impact interventions across urban mobility, economic infrastructure, social services, environmental sustainability, and climate-resilient development. By applying this framework, Kehancha Municipality ensures transparent, evidence-based decision-making and maximizes the return on public and partner investment.

3.4 Annual Investment Portfolio (FY 2025/26)

The FY 2025/26 investment portfolio for Kehancha Municipality reflects a strategic selection of high-priority projects aimed at improving urban mobility, public infrastructure, environmental quality, social inclusion, and economic activity. Each project has been identified, screened, and prioritized to ensure maximum impact, alignment with THIIRI core values, and compliance with climate resilience and sustainability principles. Funding sources include the Urban Development Grant (UDG), Urban Institutional Grant (UIG), County Government allocations, Public-Private Partnerships (PPPs), and contributions from development partners.

The following projects have been selected for implementation in FY 2025/26:

| No | Project | Ward | Sector | Cost (KSh.) | Funding Source |
|----|--|-------------------|-------------------------|-------------|-----------------------------------|
| 1 | Expansion and improvement of CBD circulation roads | Central | Transport & Mobility | 60M | UDG, County Govt |
| 2 | Walkways, cycle lanes, zebra crossings, and signage | All | Non-Motorized Transport | 30M | UIG, Donors |
| 3 | Ornamental tree planting along streets, parks, and markets | All | Urban Greening | 20M | County Govt, Development Partners |
| 4 | Installation of floodlights and road signage along major corridors | Central & Markets | Urban Lighting | 8M | UDG, PPP |
| 5 | Initial construction of stormwater drains in CBD | Central | Drainage & Stormwater | 15M | County Govt, UDG |
| 6 | Operationalization of solid waste transfer points and public bins | All | Solid Waste Management | 5M | UDG, Development Partners |

| | | | | | |
|---|--|---------|-----------------------------------|-----|------------------|
| 7 | Groundwork and design for multi-functional recreational park | All | Public Spaces & Parks | 10M | County Govt, PPP |
| 8 | Preparatory works for CBD market expansion, shades, sanitation and floodlighting | Central | Markets & Economic Infrastructure | 25M | PPP, County Govt |

This portfolio emphasizes immediate, visible improvements that support safe, efficient, and inclusive urban spaces. Transport and mobility projects target congestion reduction and enhanced circulation within the CBD, while non-motorized transport infrastructure prioritizes pedestrian and cyclist safety. Urban greening initiatives and public space development enhance environmental quality, recreational opportunities, and social cohesion. Market expansion and economic infrastructure projects strengthen commerce, informal sector productivity, and municipal revenue generation.

Collectively, these interventions lay the foundation for medium- and long-term urban transformation, ensuring that Kehancha Municipality continues on a trajectory of sustainable, inclusive, and climate-resilient development.

3.5 Climate-Related Investments

Kehancha Municipality recognizes that climate resilience and environmental sustainability are critical for long-term urban livability, economic continuity, and disaster risk reduction. Consequently, a minimum of 30% of the FY 2025/26 investment portfolio has been earmarked for climate-focused interventions. These projects are designed to mitigate flood risks, enhance urban microclimates, promote biodiversity, and integrate low-carbon and energy-efficient designs into municipal infrastructure.

The FY 2025/26 climate-related investments are summarized in the table below:

| No | Project | Climate Benefit | Cost (KSh.) |
|---------------------------------|--|---|-------------|
| 1 | Ornamental tree planting along streets, parks, and markets | Urban cooling, carbon sequestration, enhanced biodiversity | 20M |
| 2 | Initial construction of stormwater drains in CBD | Flood mitigation, reduced property damage | 15M |
| 3 | Groundwork and design for multi-functional recreational park | Ecosystem protection, improved urban microclimate | 10M |
| 4 | Preparatory works for CBD market expansion, shades, sanitation and floodlighting | Climate-adaptive infrastructure, reduced energy and water footprint | 25M |
| Total Climate Allocation | | | 70M |

Notes:Total climate allocation is 70M, which is about 36% of the FY 2025/26 budget, meeting and exceeding the minimum 30% target.Only projects already in the official portfolio are included. And percentages are rounded for clarity.

These targeted interventions reinforce Kehancha’s commitment to climate-resilient urban development, ensuring that infrastructure and public spaces are environmentally sustainable, socially inclusive, and capable of withstanding the impacts of extreme weather events. Integrating climate considerations across the annual investment portfolio strengthens municipal disaster preparedness, enhances ecosystem services, and contributes to a safer, greener, and more resilient urban environment.

3.6 Expected Development Outcomes

The implementation of the FY 2025/26 investment portfolio is designed to deliver tangible, measurable socio-economic, environmental, and governance benefits across Kehancha Municipality. These outcomes include:

- a) **Employment Creation:** The construction of roads, non-motorized transport facilities, stormwater systems, urban greening initiatives, and market infrastructure will generate employment opportunities across construction, urban maintenance, landscaping, and market operations, directly supporting local livelihoods.
- b) **Business Support and Economic Growth:** Upgraded trading facilities, modernized markets, and enhanced mobility infrastructure will strengthen the productivity of both informal and formal enterprises, promote market formalization, and expand local commerce. These interventions will provide an enabling environment for micro, small, and medium enterprises (MSMEs) to thrive, stimulating enterprise growth and increasing municipal revenue.
- c) **Expanded Household Service Access:** Investments in clean water, sanitation, urban mobility, street lighting, and recreational amenities will improve service coverage, ensuring that households across all wards benefit from enhanced urban infrastructure and facilities.
- d) **Municipal Revenue Growth:** Modernization of markets, improved urban transport, and the formalization of informal economic activities will increase municipal own-source revenue, while enhanced property values will provide additional fiscal space to support further development programs.
- e) **Climate Resilience and Environmental Sustainability:** Stormwater management, urban greening, tree planting, and climate-adaptive infrastructure will reduce vulnerability to flooding and extreme weather events, enhance urban microclimates, and strengthen ecosystem services, ensuring that urban growth is sustainable and environmentally responsible.
- f) **Social Inclusion and Equity:** Targeted interventions ensure that women, youth, persons with disabilities, informal sector participants, and vulnerable communities directly benefit from municipal investments. By designing infrastructure and services with inclusivity in mind, the Municipality fosters equitable access to opportunities, services, and urban amenities.

This outcome framework ensures that every project within the FY 2025/26 portfolio is strategically justified, technically sound, socially inclusive, economically viable, and climate-resilient, establishing a robust foundation for sustained urban transformation, improved quality of life, and long-term prosperity in Kehancha Municipality.

CHAPTER 4: IMPLEMENTATION AND FINANCING FRAMEWORK

4.1 Institutional Implementation Arrangements

Kehancha Municipality adopts a structured and accountable institutional framework to ensure efficient delivery of its investment program. Each actor has defined responsibilities to maximize project quality, timeliness, and sustainability:

4.1.1 Urban Board

The Municipal Urban Board provides strategic oversight for all projects, reviewing project recommendations, approving resource allocations, and ensuring alignment with the Urban Integrated Development Plan (Urban IDeP) and Kenya Urban Support Programme (KUSP) objectives. The Board ensures that projects are consistent with long-term urban development goals and monitors overall performance to guarantee strategic impact and accountability.

4.1.2 Municipal Manager

The Municipal Manager serves as the chief executive responsible for project implementation. This role involves coordinating technical departments, supervising project execution, managing timelines, and reporting directly to the Urban Board. The Municipal Manager ensures that procurement, contract management, and financial disbursements comply with statutory and regulatory requirements, maintaining efficiency and transparency throughout the project lifecycle.

4.1.3 County Government

The County Government provides complementary support through funding, policy alignment, and technical oversight. It facilitates land acquisition, urban planning approvals, and inter-departmental coordination to streamline project delivery. The County Government's involvement ensures projects integrate with broader county development priorities and regulatory frameworks.

4.1.4 Technical Departments

Technical teams across transport, urban planning, public works, environment, and finance are tasked with operationalizing projects. Their responsibilities include conducting feasibility studies, preparing detailed designs, managing contracts, supervising construction, and ensuring compliance with environmental and social safeguards. These departments translate strategic decisions into actionable, technically sound interventions that meet service delivery, sustainability, and inclusion objectives.

4.2 Procurement and Project Implementation Plan

A robust procurement and implementation framework underpins the successful delivery of all municipal projects, ensuring transparency, cost-effectiveness, and timely execution. Kehancha

Municipality follows a phased procurement schedule aligned with the FY 2025/26 budget cycle to systematically plan and manage project contracting and execution.

The **annual procurement schedule** for FY 2025/26 is structured as follows:

- **Q1 (July–September):** Tendering processes for key projects including the expansion and improvement of CBD circulation roads, development of non-motorized transport (NMT) infrastructure, and urban greening initiatives.
- **Q2 (October–December):** Contracting for stormwater drainage construction, operationalization of solid waste transfer points, and installation of urban lighting systems.
- **Q3 (January–March):** Procurement for the design and groundwork of the multi-functional recreational park and preparatory works for CBD market expansion.
- **Q4 (April–June):** Supervision of ongoing project execution, commissioning of completed interventions, and post-project audits to assess compliance, performance, and lessons learned.

All procurement processes are conducted in strict compliance with the Public Procurement and Asset Disposal Act (PPADA, 2015), ensuring fairness, competitiveness, accountability, and value for money across all municipal projects. This structured approach guarantees that investments are executed efficiently, with minimized risks and maximized impact.

4.3 Environmental and Social Safeguards

All projects integrate environmental and social sustainability to minimize adverse impacts while enhancing resilience:

- **NEMA Compliance:** Projects follow the National Environment Management Authority (NEMA) regulations, including site clearance, waste management, and pollution control.
- **Environmental and Social Safeguards (ESS):** Interventions are screened to protect ecosystems, mitigate negative social impacts, and maximize inclusion of women, youth, PWDs, and vulnerable communities.
- **Environmental Impact Assessment (EIA):** Where applicable, projects undergo a full EIA process to identify risks and implement mitigation measures, ensuring climate-resilient and sustainable outcomes.

These safeguards ensure that urban growth does not compromise ecological integrity or community well-being.

4.4 Financing Plan and Budget

Kehancha Municipality mobilizes diverse funding sources to ensure financial sustainability and maximize project coverage. The proposed FY 2025/26 financing plan is summarized as follows:

| Funding Source | Amount (KSh.) |
|-------------------------------|----------------------|
| Urban Development Grant (UDG) | 71M |

| | |
|--------------------------------------|-------------|
| Urban Institutional Grant (UIG) | 30M |
| County Government Allocation | 62M |
| Public-Private Partnerships (PPP) | 25M |
| Development Partners / Other Sources | 10M |
| Total FY 2025/26 Budget | 198M |

This diversified financing approach ensures that no single source bears the full burden, reducing fiscal risk while enhancing sustainability.

4.5 Project Financing Matrix

The matrix below demonstrates the distribution of funding across key projects, illustrating contributions from KUSP, County, and PPP sources:

| Project | Total Cost (KSh.) | KUSP | County | PPP |
|--|-------------------|------|--------|-----|
| Expansion and improvement of CBD circulation roads | 60M | 30M | 30M | – |
| Walkways, cycle lanes, zebra crossings, signage | 30M | 20M | 5M | 5M |
| Ornamental tree planting along streets, parks, markets | 20M | 5M | 10M | 5M |
| Installation of floodlights and road signage along major corridors | 8M | 3M | – | 5M |
| Initial construction of stormwater drains in CBD | 15M | 5M | 10M | – |
| Operationalization of solid waste transfer points and public bins | 5M | 3M | 2M | – |
| Groundwork and design for multi-functional recreational park | 10M | 3M | 5M | 2M |
| Preparatory works for CBD market expansion, shades, sanitation and floodlighting | 25M | – | 10M | 15M |

This matrix ensures clarity in funding responsibilities and highlights opportunities for PPPs to leverage private capital for municipal development.

4.6 Municipal Revenue Enhancement

To sustain and expand investment capacity, Kehancha Municipality will implement strategies to increase locally mobilized revenue:

- **Market Fees:** Modernized markets and improved facilities will encourage compliance and broaden the municipal revenue base.
- **Parking Fees:** Strategic parking management in high-traffic areas will generate consistent income.
- **Development Permits:** Streamlined permit processing and digital payment systems will improve collection efficiency.
- **Business Licenses:** Formalization of informal sector enterprises, coupled with simplified licensing, ensures broader compliance and revenue growth.

These measures complement investment financing, enabling the municipality to progressively reduce dependence on grants while strengthening fiscal sustainability.

CHAPTER 5: MONITORING, ACCOUNTABILITY AND RISK MANAGEMENT

Effective monitoring, accountability, and risk management are critical to ensuring that the FY 2025/26 Annual Investment Plan delivers the intended development outcomes. Kehancha Municipality adopts a results-based monitoring framework supported by transparent reporting systems, inclusive citizen participation mechanisms, and structured risk management practices. These processes ensure that projects are implemented efficiently, resources are used responsibly, and stakeholders remain informed and engaged throughout the investment cycle.

5.1 Results Framework

The Municipality applies a results-based framework to track project performance and assess progress toward achieving planned outcomes. The framework establishes clear indicators, baseline values, and measurable targets to guide implementation monitoring and evaluation.

| Indicator | Baseline | Target |
|---|----------|---------------------|
| Kilometers of roads upgraded within the CBD | 0 km | 2 km |
| Kilometers of walkways and cycle lanes constructed | 0 km | 3 km |
| Waste collection coverage within the Municipality | 40% | 70% |
| Number of jobs created through project implementation | 0 | 500 |
| Climate-resilient infrastructure developed | Limited | At least 4 projects |

These indicators allow the Municipality to measure improvements in urban mobility, service delivery, environmental sustainability, and economic development. Progress against these indicators will be tracked periodically to ensure projects remain aligned with the expected outcomes.

5.2 Monitoring and Reporting Mechanisms

Kehancha Municipality has established structured monitoring and reporting mechanisms to track project progress, ensure compliance with financial and regulatory standards, and provide accountability to stakeholders.

Regular monitoring will be conducted through site inspections, technical progress reports, and financial audits. Implementation progress will be reviewed quarterly to assess performance against planned milestones, budgets, and timelines.

Reports generated from these monitoring activities will be submitted to the following institutions:

- **Urban Board:** Receives periodic updates on project implementation, financial utilization, and performance outcomes to provide strategic oversight.

- **County Government:** Reviews project implementation to ensure alignment with county development priorities and policy frameworks.
- **National Treasury:** Monitors the utilization of grant funds and compliance with financial management requirements.
- **State Department for Housing and Urban Development:** Oversees program compliance and evaluates performance under the Kenya Urban Support Programme (KUSP).

These reporting structures promote transparency, strengthen institutional coordination, and ensure effective oversight of municipal investments.

5.3 Citizen Participation and Accountability

Citizen engagement remains a central pillar of the Municipality’s governance and development framework. The Municipality actively involves residents, civil society organizations, private sector actors, and other stakeholders throughout the planning, implementation, and monitoring stages of projects.

Public participation is facilitated through citizen fora, community consultations, and stakeholder meetings where residents can share feedback, raise concerns, and propose improvements. These engagements ensure that municipal investments respond directly to community needs and priorities.

To strengthen accountability, the Municipality has established a grievance redress mechanism that allows citizens to report complaints, service delivery issues, or project-related concerns. Complaints are documented, reviewed, and resolved through established administrative channels.

Additionally, stakeholder feedback systems and public disclosure mechanisms ensure that key information regarding project implementation, budgets, and outcomes is openly communicated to the public. These transparency measures build trust between the Municipality and its residents while reinforcing responsible governance.

5.4 Risk Management

Successful implementation of the Annual Investment Plan requires proactive identification and management of potential risks that could affect project delivery.

Several key risks have been identified, including:

- **Procurement Delays:** Administrative bottlenecks or lengthy approval processes may slow project initiation. Mitigation measures include early procurement planning, strict adherence to procurement schedules, and strengthened procurement oversight.
- **Funding Gaps:** Delays or shortfalls in grant disbursements or partner funding could disrupt project timelines. The Municipality will mitigate this risk through diversified funding sources, contingency budgeting, and improved financial planning.

- **Climate Hazards:** Extreme weather events such as heavy rainfall or flooding could affect infrastructure development. To reduce this risk, all projects incorporate climate-resilient designs and disaster risk reduction measures.

Through continuous monitoring and adaptive management, the Municipality will ensure that these risks are minimized and that project implementation remains on track.

5.5 Approval and Public Disclosure

The FY 2025/26 Annual Investment Plan undergoes a structured approval process to ensure legitimacy, transparency, and alignment with legal and institutional frameworks.

The plan is first reviewed and approved by the Municipal Urban Board, which verifies that proposed investments align with the Municipality's strategic development objectives. Following this approval, the plan is submitted to the County Executive for endorsement to ensure consistency with county-level planning and budgeting frameworks.

Once approved, the final document is publicly disclosed to enhance transparency and promote citizen awareness. The Municipality will publish the plan on the County and Municipal websites and make copies available for public access through relevant administrative offices.

Public disclosure ensures that stakeholders, development partners, and citizens remain informed about municipal investments, strengthening accountability and public trust in urban governance.

This monitoring, accountability, and risk management framework ensures that Kehancha Municipality's FY 2025/26 investments are implemented transparently, monitored effectively, and safeguarded against potential risks, thereby supporting sustainable urban development and improved service delivery for all residents.