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**AWENDO MUNICIPALITY**

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# **AWENDO MUNICIPALITY INTEGRATED DEVELOPMENT PLAN**

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## **2025-2030**

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## Vision

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

## Mission

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

## Core Values

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

- ❖ **Transparency & Accountability:** We shall always endeavor to be transparent, answerable and liable at all times.
- ❖ **Hardworking:** We shall be patriotic to the cause of the county and be guided by hardworking ethics in all our undertakings.
- ❖ **Integrity:** Honesty and sincerity are an integral part of our operations. We shall uphold these through strict adherence to the moral principles underlying all our policies.
- ❖ **Inclusiveness & Teamwork:** In all our undertakings, we shall have people from diverse backgrounds or communities involved in the development. All groups and citizens in the county shall be treated with equity, equality and without exception.
- ❖ **Responsiveness:** We act with a sense of urgency to address citizens' needs, make qualified decisions in time and provide fiscally responsible solutions.
- ❖ **Innovativeness:** We thrive on creativity and ingenuity. We seek the innovations and ideas that can bring a positive change to the County. We value creativity that is focused, data-driven, and continuously-improving based on results.

## TABLE OF CONTENTS

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TABLE OF CONTENTS .....	iii
GLOSSARY OF COMMONLY USED TERMS .....	vi
FOREWARD .....	viii
ACKNOWLEDGEMENTS .....	ix
EXECUTIVE SUMMARY.....	x
CHAPTER ONE: AWENDO MUNICIPALITY BACKGROUND INFORMATION.....	11
1.0 Preamble .....	11
1.1 Location and size of Awendo municipality .....	11
1.1.2 Historical background.....	13
1.2 Physiographic Characteristics.....	14
1.2.1 Topography.....	14
1.2.2 Hydrology and Drainage System.....	14
1.2.3 Climatic Conditions.....	14
1.2.4 Geology and Soil Formation .....	15
1.2.5 Agro-Ecological Zones.....	15
1.2.6 Vegetation Characteristics.....	15
1.3.1 Administrative Set up and political units.....	15
1.4 Population Demographics .....	15
1.4.1 Population Size .....	16
1.4.2 Population Structure and Composition .....	16
1.4.3 Population Distribution and Urban Densities.....	16
1.4.4 Population Projections and Growth Trends .....	16
4.2 Demographic Characteristics.....	16
1.5 Infrastructure and Access.....	17
1.5.1 Road, Rail Network and Airstrips.....	17
1.5.2 Posts and Telecommunications .....	17
1.5.3 Financial Institutions.....	17
1.5.5 Energy Access .....	17
5.6 Markets and Urban Centres .....	17
1.6 Land and land Use, Mean Holding Size .....	17

1.6.1 Incidence of landlessness .....	17
1.7 Community organizations/Non-state actors .....	17
1.7.1 Non-governmental organizations (NGOs) .....	17
1.8 Crop, Livestock and Fish Production .....	18
1.8.1 Main crops produced .....	18
1.8.2 Main storage facilities .....	18
1.9 Water and sanitation .....	18
1.9.1 Water resources and quality .....	18
1.10 Health Access and Nutrition .....	18
1.10.1 Health Access .....	18
1.10.2 Morbidity .....	18
1.10.3 Nutritional Status .....	18
1.10.4 Immunization Coverage .....	18
1.10.5 Access to family planning services .....	19
CHAPTER TWO: MUNICIPALITY INTERGRATED DEVELOPMENT PLAN LINKAGES WITH OTHER PLANNING AND LEGAL FRAMEWORK .....	20
2.0 Preamble .....	20
2.1 Linkages with Sustainable Development Goals (SDGs) .....	20
2.2 IDeP Linkage with the African Agenda 2063 .....	20
2.3 IDeP Linkage with Kenya Vision 2030 and Bottom-Up Economic Transformation agenda, BETA (MTP 2023-2027) .....	21
2.4 IDeP Linkage with the Kenya Constitution 2010 and Other Legal Frameworks .....	21
2.5 IDeP with County Integrated Development Plan .....	22
2.6 IDeP with the Spatial Plans .....	22
CHAPTER THREE: MUNICIPALITY PRIORITIES AND STRATEGIES .....	23
3.1 Preamble .....	23
3.2 Vision .....	23
3.3 Mission .....	23
3.4 Strategic objectives .....	23
CHAPTER 4: INSTITUTIONAL FRAMEWORK .....	37
4.0 Preamble .....	37
4.1 Mandate .....	37
4.2. Organization Structure .....	39
4.2.1 Awendo Municipality Organizational Structure .....	39

.2.2 Functions of Directorates .....	39
4.2.3: Functions of the Municipality Board .....	40
4.2.4: Roles and Responsibilities of Awendo Municipality Key Personnel's.....	40
4.3: Resource Requirement .....	42
4.3.1 Human Resource Requirement .....	42
4.3.4. Financial Resource Requirements .....	44
4.4: Financial Mobilization .....	44
4.5: Stakeholders Analysis.....	44
CHAPTER FIVE: ENVIRONMENTAL & SOCIAL IMPACT ASSESSMENT & CLIMATE CHANGE .....	47
5.0 Preamble .....	47
5.1 Objectives of Environmental and Social Impact Assessment.....	47
5.2 Environmental and Social Baseline Conditions .....	48
5.3 Environmental and Social Screening and Regulatory Compliance .....	49
5.4 Environmental and Social Management and Mitigation Measures .....	50
5.6 Climate Change and Disaster Risk Management.....	51
5.7 Cross-Cutting Issues in Environmental and Social Management .....	51
CHAPTER SIX: MONITORING AND EVALUATION FRAMEWORK .....	52
6.0 Preamble .....	52
6.1 Monitoring and Evaluation Approach .....	52
6.2 Monitoring and Reporting Mechanism .....	53
6.3 Midterm Review and Terminal Evaluation .....	54
6.4 Evaluation Matrix .....	55
6.5 Risk Assessment .....	55

## GLOSSARY OF COMMONLY USED TERMS

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

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

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

**County Government:** the unit of devolved government.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **FOREWARD**

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

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

The Awendo Municipality is a creation of the Act which brought effect to Article 184 of the constitution to provide for the classification, governance and management of urban areas and cities, to provide the criteria of establishing urban areas and to provide for the principle of governance and participation of residents and for connected purposes. The formulation of this plan is part of the County integral development process to achieve urban development goals as envisaged in the act.

The duty to implement this plan has been vested to the newly institutionalized Awendo Municipality. The plan sets forth an integrated development plan to address the development needs for the municipality. It has been informed largely by the Migori County Integrated plan 2018-22 to reflect the aspirations of the people of Migori for a vibrant and prosperous county. It has been crafted to specifically provide for the development aspirations of the residents of municipality and specifically in a manner that contributes to the overall county growth.

I am delighted to report that this plan has been constituted in adherence to the principle of public participation. The plan hence, is a result of effective stakeholder engagement. An engagement that has led to the prioritization of Six (6) key programmes to deliver the ‘Municipality Dream’. These priority areas include institutional development, urban infrastructural development, Environmental management, Trade and enterprise development, Health Services and Disaster Management.

**Florence Abich Oile**  
**Chairman Awendo Municipal Board.**

## **ACKNOWLEDGEMENTS**

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

We are indebted to the Governor, Migori County, HE. Dr. Ochilo G. M Ayacko for providing great foresight in the entire plan preparation process. Special gratitude is owed to the County Executive Committee Member In charge of Urban Development Mrs Mercy Sau Mwakio, Chief Officer Lands, Housing, Physical Planning and Urban Development Mr Andrew Mwera and Director of Physical Planning and Urban Development Mrs Josphine Omwanda for excellent leadership in this preparation process. Specifically, we would like to appreciate all the resource persons more involved towards the successful production of this document Finally, this work would not have been a success were it not for the unyielding working spirit of the Municipal Board Members and the secretariat composed of Planner Patrick, Planner Arthur Orangi, Planner Ezekiel Mogere, Finance Officer Linda Odongo and Mr. David Onyango-the accountant.

**Mandela Akongo,  
Municipal Manager**

## **EXECUTIVE SUMMARY**

Municipality Integrated Development Plan (IDeP) is a five-year development plan, outlining the projects and programs that will be carried out within Municipality Area. In Kenya constitution 2010, there is the Urban Areas and Cities (Amendment) Act 2019 which has provided room for creation of municipality. Under this act, every city and town is expected to operate within the framework of integrated development planning, leading to development of this plan. The programs and projects have been arrived and identified through rigorous process that involves public participation as the constitution requires.

This plan is divided into 6 major chapters;

**Chapter 1** chapter introduces the baseline situation for the Awendo municipality. It encompasses the population demographics, physiographic and natural conditions as well as locational description, size, administrative and political units. It is basically an overview of the start off point in terms of socio-economic and infrastructural situation as at the baseline year of 2026.

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

**Chapter 4** provides and outlines the institutional framework that will be applied for the purpose of implementing the Municipality Integrated Development Plan. The Municipality is a Semi-Autonomous Government Agency established as per the requirements of Urban Areas and Cities (Amendment) Act 2019. It describes the institutional arrangement to implement this plan and the resources requirements as well.

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

## **CHAPTER ONE: AWENDO MUNICIPALITY BACKGROUND INFORMATION**

### **1.0 Preamble**

This chapter introduces the baseline situation for the Awendo municipality. It encompasses the population demographics, physiographic and natural conditions as well as locational description, size, administrative and political units. It is basically an overview of the start off point in terms of socioeconomic and infrastructural situation as at the baseline year of 2026.

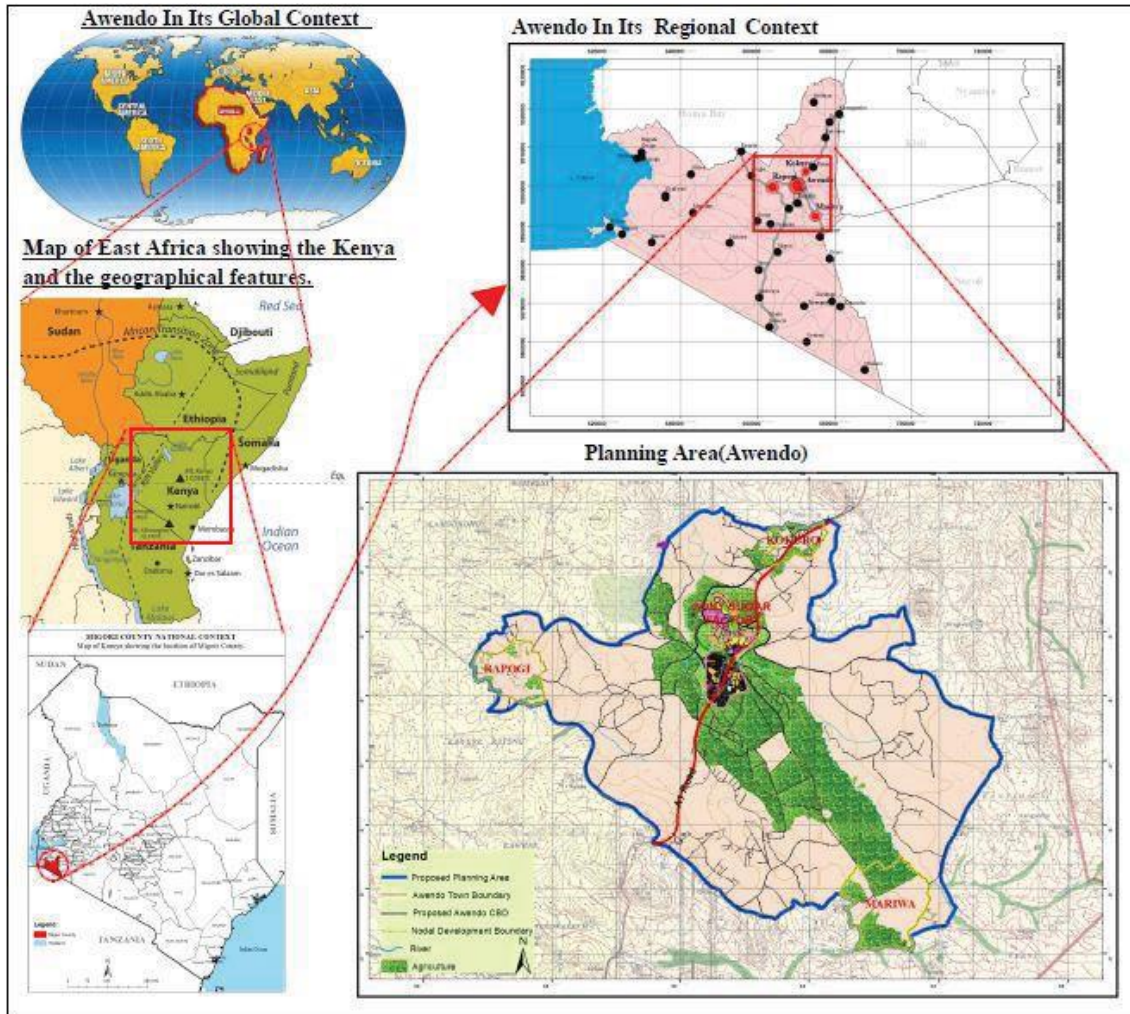
### **1.1 Location and size of Awendo municipality**

#### **National and Regional Context**

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

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

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



*Location of Awendo Municipality*

### **1.1.2 Historical background**

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

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

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

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

The order of displacing the African traders out of Awendo centre remained until 1961 when it was abrogated. This time the Africans were allocated plots within the Sare trading centre previously set exclusively for the Asian traders.

During the 1970 period the Government of Kenya compulsorily acquired large swaths of land in order to enable South Nyanza Sugar Company expand its nuclear scheme. This was done under the Land Acquisition Act No. 47 of 1968 pursuant to gazette notice number 2996 of 24<sup>th</sup> September 1976. Later vide another gazette notice dated 24th December 1976, gazette notice number 3737 most pieces were acquired. Most of those pieces of land were in Kamasoga and Waware areas of North and South Sakwa respectively. After the gazette notices acquiring the above parcels had been issued and South Nyanza Sugar Company had acquired and utilized whatever portion it wanted for the expansion of its scheme, parts of the pieces remained unutilized by the same company. The unutilized portions were later taken over by South Nyanza county council and merged to form the current Awendo town boundary, excluding where the Industry is located.

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

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

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

## **1.2 Physiographic Characteristics**

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

### **1.2.1 Topography**

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

### **1.2.2 Hydrology and Drainage System**

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

### **1.2.3 Climatic Conditions**

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

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

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

#### **1.2.4 Geology and Soil Formation**

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

#### **1.2.5 Agro-Ecological Zones**

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

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

#### **1.2.6 Vegetation Characteristics**

Vegetation supports critical functions in the biosphere, since it helps in the regulation of air flow and supports various biogeochemical cycles in the atmosphere such as those of water and gases in the atmosphere. Vegetation plays a major role in energy balance in the atmosphere, they influences climate. Soil characteristics is also greatly affected by the vegetation cover since it will influence soil volume, the chemistry and texture and plays a major role in the existence of the wildlife habitat.

Vegetation distribution in the town is majorly influenced by the climate and the altitude of the town. The high altitude areas in the town are highly vegetated compared to the low altitude areas.

There are no natural forests and vegetation within the district since they have been cleared to pave way for cultivation and settlements.

### **1.3.1 Administrative Set up and political units**

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

### **1.4 Population Demographics**

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

### 1.4.1 Population Size

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

### 1.4.2 Population Structure and Composition

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

### 1.4.3 Population Distribution and Urban Densities

The population distribution and density are influenced by soil fertility and rainfall in the rural areas. Urban areas attract higher populations due to the level of economic activities and availability of public amenities. The area around the Old town/Awendo CBD and Sony has the highest population within the Municipality. Based on the former administrative units (before the promulgation of the Kenyan Constitution, 2010), Kombok Sub-location has the highest density at 729 persons/Km<sup>2</sup>. Waudha Sub- location has the least population density at 156 persons/Km<sup>2</sup>.

### 1.4.4 Population Projections and Growth Trends

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

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

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

## 4.2 Demographic Characteristics

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

*Table 2: Demographic Indicators*

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

*Source*

## **1.5 Infrastructure and Access**

### **1.5.1 Road, Rail Network and Airstrips**

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

### **1.5.2 Posts and Telecommunications**

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

### **1.5.3 Financial Institutions**

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

### **1.5.5 Energy Access**

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

## **5.6 Markets and Urban Centres**

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

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

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

### **1.6.1 Incidence of landlessness**

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

## **1.7 Community organizations/Non-state actors**

### **1.7.1 Non-governmental organizations (NGOs)**

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

## **1.8 Crop, Livestock and Fish Production**

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

### **1.8.1 Main crops produced**

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

### **1.8.2 Main storage facilities**

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

## **1.9 Water and sanitation**

### **1.9.1 Water resources and quality**

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

## **1.10 Health Access and Nutrition**

### **1.10.1 Health Access**

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

### **1.10.2 Morbidity**

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

### **1.10.3 Nutritional Status**

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

### **1.10.4 Immunization Coverage**

Immunization coverage in Awendo Municipality is generally lower than the national average. This is mainly due to low literacy levels, lack of knowledge on the importance of

immunization, low income levels, long distances to the health facility and births outside the health facilities.

#### **1.10.5 Access to family planning services**

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

## **CHAPTER TWO: MUNICIPALITY INTERGRATED DEVELOPMENT PLAN LINKAGES WITH OTHER PLANNING AND LEGAL FRAMEWORK**

### **2.0 Preamble**

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

### **2.1 Linkages with Sustainable Development Goals (SDGs)**

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

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

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

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

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

A number of projects will be achieved through partnership with national and international bodies hence fostering partnership which is part of goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

### **2.2 IDeP Linkage with the African Agenda 2063**

Agenda 2063 is an African Agenda that seeks to deliver on a set of Seven Aspirations each with its own set of goals which if achieved will move Africa closer to achieving its vision for the year 2063. It reflects our desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of

women and youth are realized, and with freedom from fear, disease and want. This MIDP has been aligned with the Aspiration 3 and 6 of the Africa Agenda 2063.

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

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

### **2.3 IDeP Linkage with Kenya Vision 2030 and Bottom-Up Economic Transformation agenda, BETA (MTP 2023-2027)**

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

To realize vision 2030, it is phased to be implemented in successive five-year Medium-Term Plans. The country currently is implementing MTP 2018-2022 referred to as the Big 4 Agenda. The Big Four Agenda items are: Food security, manufacturing (mainly focusing on job creation in this area), affordable universal health care and affordable housing.

The IDeP is developed and anchored as part of enablers that will enable the country to achieve both vision 2030 and Bottom-Up Economic Transformation agenda, BETA (MTP 2023-2027).

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

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

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

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

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

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

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

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

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

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

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

## **2.5 IDEP with County Integrated Development Plan**

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

Kenya's Public Finance Management Act provides that no public funds shall be appropriated outside a county's planning framework. The CIDP contains information on development priorities that inform the annual budget process, particularly the preparation of annual development plans, the annual county fiscal strategy papers, and the annual budget estimates.

The Awendo Municipal IDEP has been drafted and prepared in reference with the Migori CIDP.

## **2.6 IDEP with the Spatial Plans**

The IDEP is linked to the County Spatial Plan 2024-2033 and the Integrated Strategic Urban Development Plan for Awendo Municipality.

## **CHAPTER THREE: MUNICIPALITY PRIORITIES AND STRATEGIES**

### **3.1 Preamble**

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

Sector development needs and areas of prioritization and strategies have clearly been highlighted. It details the future programmes and projects to be implemented in the second generation IDeP 2026-2030.

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

### **3.2 Vision**

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

### **3.3 Mission**

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

### **3.4 Strategic objectives**

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

Table 3: Development Needs, Priorities and Strategies

No	Strategic Objectives	Priorities	Strategies
1	To ensure effective and efficient urban governance and management	Establishment and operationalization of urban governance structures	Review Awendo Municipal strategic plan. Capacity building of Board Committees Strengthening of Municipal administration
2	To provide Adequate public land through land Banking	-Develop municipal wide public land inventory	-Identify, map and preserve existing public land -Repossess grabbed public land and undeveloped land -Purchase land for public use and future investment within the municipality
3	To promote Environmental management, Conservation, and disaster management	-Development and operationalization of solid waste management plan and policy - Development of environmental conservation policy -development of disaster management policy	-Purchase of specialized garbage Trucks, Personal protective equipment's, Back hoe, Litter bins - Outsource garbage collection -Construction of Receptacles & Commercial waste Incinerator -Acquisition of land for solid waste management - Establishment, Operationalization and Maintenance of sewerage System -Create awareness of good waste management practices (The three Rs: Reduce, Reuse & Recycle) - Landscaping of highways, parks, streets - Afforestation -Adoption of renewable energy - Develop and implement beautification program (Eco-friendly) -Establish a call centre - Purchase of firefighting equipment and ambulances - Recruit, train and deploy fire fighters - Implementation OSHA
4	To improve infrastructural and utility services	-Develop and operationalize transport management policy -Develop physical and social infrastructure	-Installation of CCTVs, Traffic Surveillance Systems, Road safety signage. - Construction of water and sewerage system. - Installation & Maintenance of street lights, flood lights and transformers. -Construction and maintenance of roads and bridges. -Installation of fibre optic cables. -Construction of storm water drainage channels and culverts.

5	To enhance capacity development	Develop and implement capacity building policy Develop municipal by-laws	-Training of the board members and municipal staff -Creation of Public awareness on policies and by-laws -Establishment of a municipal court
6	To promote trade, tourism and socio-economic development	Implementation of existing of Trade policy(s) -Support of SMEs (who include women, youth and people with disability) -Promote a 24 Hr Economy -Tourist Site Mapping and development  -Marketing of new and existing tourist sites	-Construction of market boundary walls, market stalls/kiosks, sheds, floodlights, modern market toilets -Construction of markets -Setting up special economic zones -Develop infrastructure at strategic tourist sites -Promotion of Agro-tourism, media tourism and Conference tourism.
7	To promote Public Health and medical Health services	-Health education/awareness on preventive and promotive health care -Implementation of the public health Act -Provision of health infrastructure, equipment, personnel, drugs etc.	Recruit, train and deploy public health officers -Media awareness campaigns -Integration of sign language in our health promotion and awareness campaigns. -Public barazas, church and school sensitization sessions -Construction and equipping of health centers and dispensaries; Hiring of medical personnel
8	To improve informal settlements	Improve standards of living in informal settlements Preparation of Action Area plans for the informal settlements	-paving of roads -improving sanitation -Provision of clean water -Erection of flood lights and street lighting -construction of material recovery centre -implementation of waste management policy Implementation of the action area plans
9	To eliminate social imbalances	Improve social safeguards	Implement social protection programmes -Establish partnerships for rescue and rehabilitation centres -Equitable economic empowerment -Equal provision of opportunities
10	To enhance security	Improved security within the municipality	-Installation of street lights & CCTV surveillance cameras -Promote community policing -Construction of police posts

			-Implementation of the municipal plans and by-laws
11	To mobilize Resources	Improved resource mobilization	-Efficient, transparent and effective revenue mobilization Mobilize resources from the county treasury, donors e.t.c

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

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

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

***PROGRAMMES AND SUB-PROGRAMME***

## Programme 1: Urban Institutional Development

### Objective (s):

1. To improve governance within the municipality
2. To create and sustain attractive safe secure and well managed municipality
3. 3. To enhance service delivery excellence

### Outcome (s):

1. Enhanced public order; Enhanced local governance systems & Improved transparency and accountability in citizen engagement in decision making of urban government

Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					Total Budget (Ksh.) in Millions
				2025/26	2026/27	2027/28	2028/29	2029/30	
Sp 1.1 Municipality Governance Structure	Operational Board	-	Number of Board meetings held annually	8	8	8	8	8	2.48
	Board sub-committees	-	Number of Board sub-committee meetings held annually	24	24	24	24	24	1.26
	Operational Municipal administration	1	Number of offices established and equipped per year	3	15	5	5	5	10
	Automation of revenue collection	0	Number of machines purchased	0	0	20	20	10	15

	Purchase of motor vehicles		Number of vehicles purchased			1	0	1	14
	Established Municipal court	-	Number of Courts per year	0	0	0	1	0	4

<b>Sp 1.2 Capacity Building</b>	Board Training	-	Number of trainings per year	5	4	4	4	4	10.5
	Staff Training	-	Number of staff trained	10	15	13	30	45	12.7
<b>Sp 1.3 Public Participation</b>	Citizen fora	2	Number of fora held per year	4	4	4	4	4	10
<b>Sp 1.4 Plans and Policies</b>	Plans, policies and by-laws		Number of plans, policies and by-laws prepared	3	3	3	3	3	7.5

## Programme 2: Urban Infrastructure Development

### Objectives

1. to improve health, wellbeing and quality of life
2. To enhance sustainable natural resources management in the municipality
- 3.To enhance social infrastructure needs

**Outcome**

**1. Improved health of municipality dwellers and user.**

**2.Enhanced economy**

Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					
				2025/26	2026/27	2027/28	2028/29	2029/30	Total Budget (Ksh.) Millions in
<b>Sp 2.1 Roads and Transport infrastructure</b>	Paved Parking lots	0	Number of Parking lots paved annually	300	200	200	200	100	30
	Paved roads	20	Number of KMs Paved annually	2	2	2	2	2	800
	Paved Walk-ways & Cycling Lanes	<b>10.5</b>	Number of KMs Paved annually	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>45</b>

	Street Lights	30	Number of street lights installed	20	20	20	20	20	10
	CCTV	<b>0</b>	Number of Street Cameras Installed	<b>0</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	16
	Traffic Lights	<b>0</b>	Number of traffic lights Installed per year	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	4
<b>Sp 2.2 Water and Sewerage Infrastructure</b>	New Sewer line		Number of KMs constructed Per Year	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>	1000
	Installation of extension water Pipeline		Number of KMs constructed Per Year	<b>1</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>8</b>	60
	Paved roads	-	Number of kilometers paved per year	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>640</b>

<b>Sp 2.3</b> <b>Improving informal settlement</b> <b>Sp 2.4</b> <b>Plans and policies</b>	Constructed sanitation blocks	-	Number of sanitation blocks	-	2	2	2	2	4
	Floodlights installed	4	Number of floodlights	0	2	2	2	2	40
	Street lights installed		Number of streetlights	0	5	5	5	5	2
	Formulation of plans and policies	0	Number of plans and policies formulated	3	3	3	3	3	7.5

### Program 3: Environmental Management

#### Objectives

1. To identify and enhance new technology for sustainable development
2. To support pollution prevention
3. Promote sustainable development that promotes environmental protection and management

#### Outcomes

1. Improved health
2. Enhanced cleanliness
3. Improved recycling and reuse practices at point of waste generation

Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					
				2025/26	2026/27	2027/28	2028/29	2029/30	Total Budget (Ksh.) in Millions
Sp 3.1 Solid waste	Specialized Gabage trucks	0	Number of specialized garbage trucks	1	1	1	1	1	50

<b>management Environmental conservation</b>	<b>Garbage receptacles</b>	-	<b>Number of garbage receptacle installed annually</b>	4	4	4	4	4	10
	<b>Constructed incinerator</b>	-	Number of incinerators constructed	0	0	1	1	1	15
	<b>Revitalization of rivers</b>	0	Number of rivers reclaimed in the municipality annually	0	0	1	0	0	10
	<b>Afforestation</b>	-	Number of trees planted	6000	4000	4000	2000	2000	5.4

	<b>Landscaping and beautification of streets</b>	-	Number of streets improved	2	2	2	2	2	10
	<b>Formulation of plans and policies</b>	0	<b>Number of Plans and policies</b>	3	3	3	3	3	7.5

#### Programme 4: Trade and Enterprise Development

##### Objectives

1. To enhance equitable development and increase employment
2. To enhance technology and innovation
3. Promote sustainable industrial development for effective resource utilization
4. Open up avenues of value addition taking cognizance of regional and global markets for primary product

##### Outcome

1. Incubation of small businesses
2. Increased number of tourists to the Municipality
3. Improved standards of living

Sub-programme	Key Output	Baseline	Key performance	Planned Targets	Total	in
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			indicators	2025/26	2026/27	2027/28	2028/29	2029/30	Budget (Ksh.) Millions
Sp 4.1 Improvement of markets	Constructed modern market	1	Number of modern market constructed	0	1	1	1	1	200
	floodlights	-	Number of floodlights	-	2	2	3	3	50
Sp 4.2 Enterprise development	Capacity building of SMEs	-	Number of SMEs trained in business best practices	--	100	100	100	100	4
Sp 4.3 Tourism Development & Marketing	Mapped tourism site	-	Number of tourism guides developed	-	0	1	0	0	1
	Develop tourist attraction sites	-	Number of tourist sites developed	-	0	0	1	0	5

## Programme 5: Health Services

### Objectives;

1. To improve disaster preparedness
2. To enhance health and wellbeing of Municipality dwellers and users
3. To safeguard and make available vital materials supplies and equipment to ensure the safety and reliable recovery of records for predictable disasters

### Outcomes;

1. Improved health and wellbeing
2. Average time for emergency response improved
3. Number of upgraded health centres

Sub-programme	Key Output	Baseline	Key performance	Planned Targets	Total in
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			indicators	2025/26	2026/27	2027/28	2028/29	2029/30	Budget (Ksh.) Millions
Sp 5.1 Promotion of preventive health	Media campaign	-	Number of health promotion media campaigns	-	12	12	12	12	0.5
	Recruited trained and deployed public health officers	-	Number of public health officers trained per year	-	5	5	5	5	1

Sp 5.2 Promotion of curative health services	Newly Built and operational dispensaries	5	Number of newly built dispensaries	-	0	1	1	1	30
	Upgraded health facilities	-	Number of upgraded health facilities (Upgrading of dispensaries to health centers and upgrading of health centers to level four hospitals.)	-	0	2	2	1	50
<b>Programme 5 Total Budget (Ksh.) in Millions</b>									<b>179</b>

## Programme 6: Disaster management

### Objectives;

1. To improve disaster preparedness
2. To safeguard and make available vital materials supplies and equipment to ensure the safety and reliable recovery predictable disasters

**Outcomes;**  
**1. Enhanced efficiencies in emergency response**

Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					
				2025/26	2026/27	2027/28	2028/29	2029/30	Budget (Ksh.) Millions in
Sp 6.1 Disaster Response Investments	Emergency Fund	-	Amount of Fund Per Year (Ksh. In Millions)	5	5	5	5	5	25

	Established, operational call and data center	-	Number of call and data center established	-0	0	0	1	0	5
	Fire engine purchased	-	Number of fire engines purchased	0	0	1	0	0	80
	Purchased ambulances	-	Number of ambulances purchased	0	0	1	1	1	18
	Modern fire station	-	Number of modern fire stations built	0	1	0	0	0	5

**programme 7: Literacy and Social Protection**

**Objectives;**  
**1. To enhance literacy levels in the Municipality**  
**2. To safeguard the welfare of vulnerable groups; including the youth, PWD, women and street families**

**Outcomes;**  
**1. An adequate**  
**2. A literate res :afety net for the vulnerable groups idency**

Sub-programme	Key Output	Baseline	Key performance	Planned Targets
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			indicators	2025/26	2026/27	2027/28	2028/29	2029/30	Budget (Ksh.) Millions	in
Literacy Improvement	Construction of new ECDE Classes	-	Number of new ECDE Classes per year	-	-	3	3	3	4.5	
	Equipment of ECDE(s)	-	Number of ECDE facilities equipped	0	0	5	5	5	3	
	Educational Fund to the Needy	-	Amount(ksh) of fund allocated annually	0	0	10	10	10	30	
	Construction of village/technical institute		Number of new polytechnics workshops per year	0	0	3	3	3	6	
	Construction of a public/community library		Number constructed	0	0	1	0	1	10	
	Opening up of a university learning centre		Number of centres established	0	0	0	1	1	10	
Social Protection	Establish a Safety net Fund	-	Amount(Ksh) of fund allocated annually	0	5	5	5	5	20	
	Establishment of Rescue Center	-	Number of facilities established	0	0	0	1	1	20	

## **CHAPTER 4: INSTITUTIONAL FRAMEWORK**

### **4.0 Preamble**

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

### **4.1 Mandate**

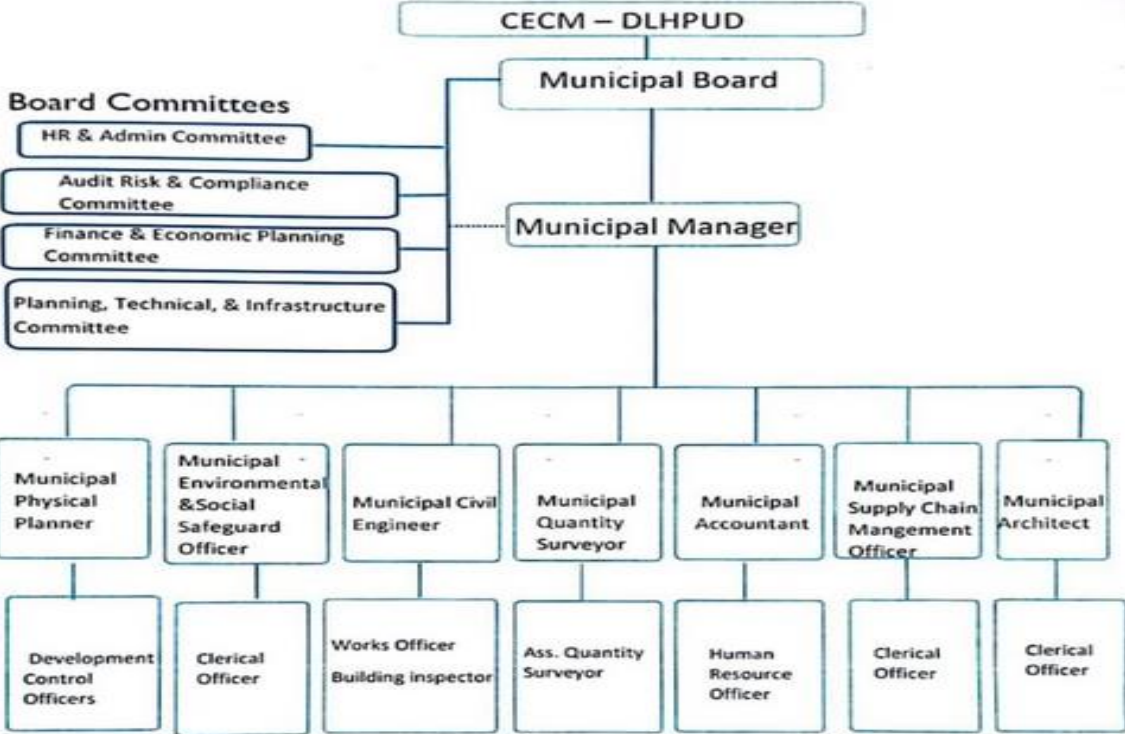
By invoking the sections of the Urban Areas and Cities act of 2011, the County Government of Migori gazetted the charter for Awendo municipality on 28<sup>th</sup> December 2018 which establishes the Awendo Municipality. This is an institution mandated to perform functions as follows;

- (a) Promotion, regulation and provision of refuse collection and solid waste management services;
- (b) Maintenance of urban roads and associated infrastructure;
- (c) Maintenance of storm drainage and flood controls;
- (d) Maintenance of walkways and other non-motorized transport infrastructure;
- (e) Maintenance of recreational parks and green spaces;

- (f) Maintenance of street lighting;
  - (g) Maintenance and regulation of traffic controls and parking facilities;
  - (h) Maintenance of bus stands and taxi stands;
  - (i) Regulation of outdoor advertising;
  - (j) Maintenance and regulation of municipal markets and abattoirs;
  - (k) Maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
  - (l) Promotion, regulation and provision of municipal sports and cultural activities;
  - (m) Promotion, regulation and provision of animal control and welfare;
  - (n) Enforcement of municipal plans;
  - (o) Maintenance of administrative offices;
  - (p) Any other functions as may be delegated by Migori County Government
-

4.2. Organization Structure

4.2.1 Awendo Municipality Organizational Structure



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### **4.2.3: Functions of the Municipality Board**

The Board of the Municipality shall perform the following functions:

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

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

#### **4.2.4.1: Municipal manager**

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

The Municipal Manager shall perform the following functions:

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

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

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

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

The Municipal Manager shall:

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

#### **4.2.4.2: Head of Directorates**

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

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

### 4.3: Resource Requirement

#### 4.3.1 Human Resource Requirement

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

##### *Human Resource Requirement*

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

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

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

#### 4.3.4. Financial Resource Requirements

The financial requirements for the implementation of this plan have been estimated for each programme as depicted in the Migori County CIDP 2018 – 2022 and the ISUDP for Awendo town 2018 - 2038.

#### 4.4: Financial Mobilization

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

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

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

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

#### 4.5: Stakeholders Analysis

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

*Stakeholders Analysis:*

Stakeholders	Roles
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County Government	<ul style="list-style-type: none"> <li>• Policy direction</li> <li>• Secondment of qualified personnel</li> <li>• Provision of Offices and equipment's</li> <li>• Establishment of Municipality</li> <li>• Appointment of Board Members</li> <li>• Appointment and employment of Municipal Manager</li> <li>• Provision of Funds</li> </ul>
County Assembly	<ul style="list-style-type: none"> <li>• Legislating on issues affecting the municipality</li> <li>• Budgetary Allocation and Approval</li> <li>• Vetting Board Members</li> <li>• Oversight role</li> </ul>
National Government	<ul style="list-style-type: none"> <li>• Provides policy direction, financial resources and technical support</li> <li>• Capacity building</li> <li>• Legislation of laws that safeguard the interest of the County</li> <li>• Policy direction</li> <li>• Secondment of qualified personnel</li> </ul>
Judiciary	<ul style="list-style-type: none"> <li>• Enforcement of the law</li> <li>• Provision of staff to municipal court</li> </ul>
Other County Governments departments and Municipalities	<ul style="list-style-type: none"> <li>• Collaboration on political and social economic development</li> <li>• Knowledge and information through Benchmarking</li> </ul>
<b>Stakeholders</b>	<b>Roles</b>
NGO and Civil Society Chambers of Commerce	<ul style="list-style-type: none"> <li>• Support capacity building</li> <li>• Taking care of street children</li> <li>• Taking care of neglected HIV Children</li> <li>• Support and promote business</li> </ul>
Private Sector and Financial Institutions (e.g. Total Petrol Stations, Commercial Banks, SACCOs)	<ul style="list-style-type: none"> <li>• Partner with government to invest and provide capital to drive development in the sector</li> <li>• Corporate Social Responsibility</li> </ul>

Development Partners (World Bank)	<ul style="list-style-type: none"> <li>• Liaison in formulation of sector policies</li> <li>• Support sector development programmes and projects</li> <li>• Capacity building</li> <li>• Create linkages with international donors</li> </ul>
Education, Governance and Research Institutions	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Conducting research</li> </ul>
Government Agencies/ Actor	<ul style="list-style-type: none"> <li>• Mapping of investment opportunities</li> <li>• Capacity building</li> <li>• Product development</li> <li>• Regulation and licensing</li> <li>• Provision of trade and industrial development credit</li> </ul>

## **CHAPTER FIVE: ENVIRONMENTAL & SOCIAL IMPACT ASSESSMENT & CLIMATE CHANGE**

### **5.0 Preamble**

This chapter presents the Environmental and Social Impact Assessment and Management (ESIAM) framework within the Municipality's Integrated Development Plan (IDEP). It emphasizes the importance of integrating environmental and social considerations into municipal planning to ensure that development initiatives are implemented sustainably and responsibly.

Environmental and Social Impact Assessment (ESIA) provides a systematic process for identifying potential environmental and social impacts of development projects and proposing appropriate mitigation measures. Through this framework, the Municipality seeks to promote sustainable development, protect natural resources, and enhance the well-being and resilience of local communities.

### **5.1 Objectives of Environmental and Social Impact Assessment**

The Environmental and Social Impact Assessment framework within the Municipality's Integrated Development Plan aims to ensure that development initiatives are implemented in a manner that protects environmental resources, promotes social well-being, and enhances sustainable economic growth. The ESIA framework provides a mechanism through which environmental and social considerations are systematically integrated into development planning and project implementation.

One of the primary objectives of ESIA is to identify potential environmental and social impacts at the earliest stages of project planning. Early identification of risks allows for the development of appropriate strategies to prevent, reduce, or mitigate adverse impacts before projects are implemented. This proactive approach reduces environmental damage, minimizes social conflicts, and ensures that development activities align with sustainability principles.

Another key objective of the ESIA framework is to promote informed and transparent decision-making. By providing planners, policymakers, and project implementers with reliable environmental and social information, the assessment process ensures that development decisions are based on a comprehensive understanding of potential risks and opportunities. This improves the quality of development planning and enhances accountability within municipal governance systems.

The ESIA framework also promotes inclusive participation and stakeholder engagement in development processes. Local communities, civil society organizations, and other stakeholders play an important role in identifying local concerns, providing indigenous knowledge, and contributing to the design of sustainable solutions. Meaningful participation ensures that development interventions reflect the needs and priorities of affected communities.

In addition, the ESIA process supports compliance with national environmental regulations and internationally recognized environmental management standards. By adhering to established regulatory frameworks, the Municipality ensures that development projects are

implemented responsibly and in accordance with environmental laws and policies. This regulatory compliance also enhances the credibility and legitimacy of municipal development initiatives.

Ultimately, the objective of Environmental and Social Impact Assessment is to ensure that development initiatives contribute positively to economic growth while safeguarding environmental resources, protecting community livelihoods, and promoting social equity.

## **5.2 Environmental and Social Baseline Conditions**

A comprehensive understanding of the environmental and social baseline conditions within the Municipality is essential for assessing how development initiatives may interact with the surrounding environment and local communities. Baseline conditions provide the reference point against which the potential impacts of proposed development projects are evaluated.

The physical environment of the Municipality encompasses climatic conditions, topography, soil characteristics, water resources, and air quality. Climate patterns influence agricultural productivity, water availability, and infrastructure resilience, while topographical features determine land suitability for development and settlement expansion. Soil quality affects land productivity and susceptibility to erosion, while water resources such as rivers, wetlands, and groundwater systems are critical for domestic consumption, agriculture, and industrial activities. Air quality is also an important environmental factor, particularly in urban areas where increased transportation and industrial activities may contribute to pollution.

The biological environment includes the natural ecosystems and biodiversity resources present within the Municipality. Vegetation cover, forests, grasslands, wetlands, and aquatic ecosystems provide essential ecosystem services that support both environmental sustainability and human livelihoods. These services include soil conservation, water regulation, carbon sequestration, climate stabilization, and habitat provision for wildlife. Protecting biodiversity and natural habitats is therefore essential for maintaining ecological balance and ensuring the sustainability of natural resource use.

The socioeconomic environment reflects the characteristics and conditions of the Municipality's population and communities. This includes demographic trends, settlement patterns, land tenure systems, livelihood activities, and cultural heritage. Communities may depend on agriculture, trade, small-scale enterprises, or public employment as sources of income. The availability and quality of social services such as education, healthcare, water supply, sanitation, and transportation infrastructure also influence the well-being of residents. Cultural heritage resources, including historical sites, sacred areas, and traditional practices, are important components of the social environment and must be protected during development processes. Development projects that affect these resources may generate social tensions or lead to the loss of valuable cultural identity if appropriate safeguards are not implemented.

Understanding these baseline environmental and social conditions allows the Municipality to assess how development interventions may alter ecological systems, affect community livelihoods, or influence access to resources and services. This knowledge is critical for designing development initiatives that are environmentally sustainable and socially inclusive.

### **Potential Environmental and Social Impacts**

Municipal development projects may produce a wide range of environmental and social impacts depending on their scale, location, and nature. Infrastructure projects, housing

developments, industrial activities, and urban expansion initiatives all interact with environmental systems and human communities in different ways.

Potential environmental impacts may include land degradation resulting from land clearing, excavation, or unsustainable land use practices. Construction activities may lead to soil erosion, sedimentation of water bodies, and loss of vegetation cover. If not properly managed, development projects may also increase the generation of solid and liquid waste, which can contaminate soil and water resources.

Water pollution is another potential concern, particularly where construction activities or industrial operations discharge untreated wastewater into rivers, lakes, or groundwater systems. Air pollution may arise from dust emissions during construction, vehicle exhaust, and industrial emissions. These environmental impacts can affect ecosystem health and contribute to long-term environmental degradation if appropriate mitigation measures are not implemented.

Development activities may also disturb natural habitats and wildlife populations, particularly where projects are located near forests, wetlands, or protected areas. Habitat fragmentation and biodiversity loss can have far-reaching ecological consequences and may affect the sustainability of ecosystem services that communities depend upon.

In addition to environmental impacts, development projects may generate social impacts that affect local communities. Land acquisition for infrastructure development may lead to displacement of households, loss of farmland, or disruption of existing settlement patterns. Such impacts can affect livelihoods and may require compensation and resettlement measures to ensure that affected persons are treated fairly.

Development activities may also place increased pressure on existing infrastructure and social services, particularly where new settlements attract population growth. Increased demand for water supply, sanitation systems, healthcare facilities, schools, and transportation infrastructure may strain municipal resources if not properly planned.

Changes in environmental conditions can also have implications for public health. For example, water contamination, poor sanitation, and air pollution can contribute to the spread of diseases and other health risks. Therefore, identifying and addressing these potential impacts is essential for protecting both environmental quality and community well-being.

Despite these challenges, development initiatives are also expected to generate significant positive impacts, including improved infrastructure, expanded economic opportunities, increased employment, and enhanced access to public services. The purpose of Environmental and Social Impact Assessment is therefore to ensure that these benefits are realized while minimizing potential adverse impacts.

### **5.3 Environmental and Social Screening and Regulatory Compliance**

All development projects proposed under the Municipality's Integrated Development Plan will undergo environmental and social screening prior to implementation. Screening is an initial assessment process that evaluates the potential environmental and social risks associated with proposed development activities.

The screening process categorizes projects according to their potential level of impact and determines whether further environmental assessment is required. Projects with minimal environmental and social impacts may proceed with standard environmental management

measures, while projects with moderate or significant impacts may require detailed Environmental and Social Impact Assessments.

Projects that are likely to generate significant environmental or social impacts will undergo comprehensive environmental assessment studies. These studies involve detailed analysis of project activities, baseline environmental conditions, potential risks, and mitigation measures. Environmental assessment reports will provide recommendations for minimizing environmental damage and protecting community interests.

In accordance with national environmental regulations, projects requiring environmental assessment will be submitted to the National Environment Management Authority (NEMA) for review and approval. The Municipality will ensure that all applicable projects obtain the necessary environmental licenses before project implementation begins.

No development project that requires environmental authorization will commence without receiving approval from the relevant regulatory authority. This requirement ensures that environmental protection standards are upheld and that development activities comply with national environmental laws and regulations.

Through the environmental screening and approval process, environmental and social considerations are incorporated into project design and implementation from the earliest stages of development planning.

#### **5.4 Environmental and Social Management and Mitigation Measures**

Where potential environmental and social impacts are identified, appropriate mitigation measures will be implemented to prevent, reduce, or manage adverse effects. Environmental mitigation strategies focus on protecting natural resources, minimizing pollution, and promoting sustainable land use practices.

Such measures may include soil erosion control techniques, reforestation and vegetation restoration programs, sustainable water resource management, and proper waste management systems. Construction activities may also incorporate dust control measures, noise reduction strategies, and environmentally responsible material handling practices.

Social mitigation measures focus on protecting community interests and ensuring that development benefits are distributed fairly. These measures may include transparent land acquisition procedures, fair compensation for affected persons, and resettlement planning where displacement is unavoidable.

Livelihood restoration programs may be implemented to support households whose economic activities are affected by development projects. Community participation in project planning and implementation will also be encouraged to ensure that local perspectives are considered and that development initiatives reflect community priorities.

Mitigation measures will be incorporated into Environmental and Social Management Plans (ESMPs), which provide a structured framework for implementing environmental and social safeguards. ESMPs outline specific mitigation actions, assign institutional responsibilities, establish monitoring indicators, and define implementation timelines for each project.

These management plans ensure that environmental and social protection measures are implemented consistently throughout the project lifecycle.

## **5.6 Climate Change and Disaster Risk Management**

Climate change presents significant challenges for sustainable urban development. Increasing temperatures, unpredictable rainfall patterns, and more frequent extreme weather events such as floods, droughts, and heat waves pose risks to infrastructure, ecosystems, and community livelihoods.

Municipal development planning therefore integrates climate change considerations to enhance resilience and reduce vulnerability to climate-related hazards. Climate-sensitive planning approaches will promote the construction of climate-resilient infrastructure capable of withstanding extreme weather conditions.

Improved storm water drainage systems will be developed to reduce the risk of urban flooding, while sustainable water resource management strategies will help address water scarcity during drought periods. Urban planning initiatives will also promote the protection of natural drainage systems, wetlands, and green spaces that contribute to climate adaptation. The Municipality will also encourage the adoption of green infrastructure, including urban tree planting programs, green corridors, and environmentally friendly building designs. These measures contribute to improved air quality, reduced urban heat island effects, and enhanced carbon sequestration.

Energy-efficient technologies and renewable energy solutions will also be promoted as part of climate change mitigation efforts. These initiatives contribute to reducing greenhouse gas emissions and promoting sustainable energy use.

Disaster risk reduction measures will be integrated into municipal planning processes to strengthen preparedness and response capacity. These measures include improved land-use planning, flood control infrastructure, early warning systems, and community awareness programs that enhance resilience to environmental hazards.

## **5.7 Cross-Cutting Issues in Environmental and Social Management**

Environmental and social management within the Municipality will incorporate a range of cross-cutting issues to ensure that development initiatives are inclusive, equitable, and responsive to the needs of diverse community groups.

Gender equality will be promoted by ensuring that women have equal opportunities to participate in development initiatives, access economic opportunities, and benefit from municipal programs. Women often play key roles in natural resource management and community development, and their participation strengthens the effectiveness of development interventions.

Youth empowerment will also be prioritized through employment opportunities, skills development programs, and involvement in environmental conservation activities. Engaging young people in sustainable development initiatives promotes innovation and strengthens community resilience.

The Municipality will also consider the needs of vulnerable groups, including persons with disabilities, elderly individuals, and marginalized communities. Development planning will ensure that infrastructure and services are accessible and that development benefits are distributed fairly across all segments of the population.

Governance and transparency will be strengthened through participatory planning processes, public consultations, and the establishment of grievance redress mechanisms. These

mechanisms allow communities to raise concerns, report environmental or social issues, and seek resolution in a transparent and accountable manner.

## **CHAPTER SIX: MONITORING AND EVALUATION FRAMEWORK**

### **6.0 Preamble**

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

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

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

### **6.1 Monitoring and Evaluation Approach**

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

Additionally, annual Work Plans will form the basis for execution of this plan as they will inform the performance contracting with the County Government.

The Municipality shall cascaded the Annual Work Plan downwards to individual work plans and effectively create a basis for performance appraisal.

Action plan shall be used to outline the milestones and deliverables as well as their respective due dates for the activities for which they take lead responsibility. From the milestones, deliverables and due dates, monitoring sheets will be prepared. The monitoring sheets will form the basic tool for M&E of the annual work plan. In order to ensure that planned activities are progressively implemented; and that setbacks and variations are addressed as they arise, the municipality will ensure that monitoring structures are put in place.

## 6.2 Monitoring and Reporting Mechanism

### *Monitoring and Reporting Mechanism*

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

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

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

### 6.3 Midterm Review and Terminal Evaluation

The Municipality will conduct evaluation in two stages; Midterm Review and End-term/ Terminal Evaluation. By 2021/2022, the Sector should conduct Midterm Review which is the

mid-planning period to assess overall performance over the period against the expected results. The review will assess the programmes undertaken, achievement of objectives, outcomes, strategies and target outcome indicators to inform the adjustment of the Sectoral Plan for the 2nd half of the implementation of plan. The consecutive adjusted plan is not expected to take major deviations after the review. However new priority activities may be added.

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

#### 6.4 Evaluation Matrix

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

##### *Evaluation Matrix*

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

#### 6.5 Risk Assessment

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

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

##### Risk Assessment

Key Risk	Likelihood (H/M/L)	Impact (H/M/L)	Contingency Plan/ Steps to Mitigate Risk	Person(s) Responsible
1 Political instability and Insecurity (e.g. election unrest, terrorism etc.)	Low	High	Utilizing already existing county government structures, national government and other key actors	Office of the Governor

2	Limited Financial Resources	Medium	High	Development of sustainable income generating programmes	CEC and Chief Officer
3	Insufficient collaboration, cooperation and strategic partnerships with relevant stakeholders (PPP)	Medium	High	Enhancing partnerships with various stakeholders	Municipality Board/ CEC
4	Inadequate resources in terms of technical staff	Medium	High	Identifying, developing and retaining the requisite human resources to support the strategy Development and implementation of a competitive remuneration and benefits policy	Public Service Board
5	Rapid technological advancement	Medium	High	Integrating information and communication technologies in the processes of services provision	Directors
6	Resistance to change	Medium	High	Employee engagement; highly directed, engaged, mobilized county officers Team building Communicating the vision and strategy to all effectictively	Municipal Manager