

KEHANCHA MUNICIPALITY IDeP



VISION

A green, resilient, inclusive, and economically dynamic municipality that maximizes opportunities, creates sustainable wealth, and delivers measurable quality of life improvements for all residents.

MISSION

To transform livelihoods in **Kehancha** by strategically investing in high-impact economic opportunities, expanding equitable access to quality services, fostering innovation and enterprise, and delivering transparent, results-driven governance.

CORE VALUES – THIIRI



Transparency & Accountability

Open, accountable, and honest governance.



High Performance & Productivity

Excellence in service delivery.



Integrity

Honesty and ethical leadership.



Inclusion & Shared Prosperity

Equity and equal opportunity for all.



Responsiveness & Results

Impact-driven and timely action.



Innovation & Opportunity Creation

Creative and forward-thinking solutions.

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GLOSSARY OF COMMONLY USED TERMS

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

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

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

County Government: the unit of devolved government.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

It is with great pleasure that I present the Kehancha Municipality Integrated Development Plan (IDeP 2024-2028) as a landmark framework that demonstrates the County Government of Migori's commitment to sustainable, inclusive, and results-driven urban development. This is the first-generation five-year development plan for Kehancha Municipality, designed to address the emerging challenges posed by rapid urban growth and to fulfill the constitutional mandate for devolved governance.

The 2010 Constitution of Kenya set out a transformative vision: to empower communities to achieve the highest levels of development at the local level through the decentralization of political and economic authority. In line with this vision, the Urban Areas and Cities Act, 2011, and its subsequent amendment in 2019, established the framework for the classification, governance, and management of urban areas, and emphasized citizen participation as a core principle of urban governance. Kehancha Municipality, as established under this legislation, is now poised to translate these national aspirations into tangible local outcomes.

This Plan reaffirms the County Government's dedication to advancing sustainable urban growth. It presents a structured, evidence-based, and participatory roadmap that integrates national, county, regional, and global development priorities. Drawing on the County Integrated Development Plan (CIDP) 2023–2027, the IDeP articulates development interventions tailored to the aspirations of Kehancha's residents while promoting broader county-wide economic growth, equity, and resilience.

The successful implementation of this Plan will depend on coordinated action by all stakeholders, guided by clear institutional roles, strategic investment priorities, and mechanisms for accountability, monitoring, and learning. It is designed to generate measurable impacts: enhanced municipal services, expanded economic opportunities, increased household incomes, and strengthened institutional and environmental resilience.

This Plan is not just a document; it is a strategic instrument for transformation—turning aspirations into concrete results, opportunities into sustainable growth, and governance into inclusive prosperity for all residents of Kehancha Municipality.

Hon. Mercy Mwakio

COUNTY EXECUTIVE COMMITTEE MEMBER

Lands, Housing, Physical Planning and Urban Development

ACKNOWLEDGEMENTS

I wish to express my deepest appreciation to all individuals and institutions whose dedication and expertise contributed to the development of this Kehancha Municipality Urban Integrated Development Plan (IDeP).

This Plan is the product of a rigorous, evidence-based, and participatory process, and its successful formulation owes much to the unwavering commitment of the technical team. Their professional diligence, insight, and collaborative spirit were instrumental in shaping a roadmap that aligns with global best practices and local development priorities.

We are profoundly grateful to H.E. Dr. George Mbogo Ochilo Ayacko, Governor of Migori County, for his steadfast support, guidance, and vision that enabled the realization of this strategic plan. Special acknowledgment is also due to the County Executive Committee Member in charge of Lands, Housing, Physical Planning, and Urban Development, whose leadership ensured effective coordination, clarity of purpose, and high standards throughout the preparation process.

Finally, I extend sincere appreciation to all resource persons, stakeholders, and contributors whose inputs, perspectives, and expertise enriched this Plan. Their collective effort has laid a strong foundation for coordinated, inclusive, and results-driven urban development in Kehancha Municipality.

Mr. Andrew Mwera

Chief Officer

Lands, Housing, Physical Planning and Urban Development

EXECUTIVE SUMMARY

The Urban Integrated Development Plan (IDeP) for Kehancha Municipality is a five-year strategic framework prepared in accordance with the Urban Areas and Cities (Amendment) Act, 2019 to guide coordinated, inclusive, and results-driven urban development. The Plan provides a structured pathway for transforming Kehancha into a competitive, resilient, and economically vibrant municipality by prioritizing high-impact investments, strengthening service delivery, expanding economic opportunities, and improving the quality of life for all residents. The projects and programmes contained in this Plan were identified through a rigorous evidence-based process and extensive public participation in line with the Constitution of Kenya, and are aligned to national, county, regional, and global development frameworks.

The Plan is organized into five integrated chapters. Chapter One presents the municipal context and development diagnostics, including physical and environmental characteristics, governance structure, population and urbanization trends, infrastructure and service access, land use patterns, and analysis of the local economy, livelihoods, private sector, informal economy, and market systems. It also assesses environmental and climate risks, identifies key development challenges and structural constraints, and highlights strategic opportunities and the municipality's competitive advantages to inform growth-oriented planning.

Chapter Two outlines the policy, legal, and strategic linkages guiding the Plan, including alignment with the Constitution of Kenya, the County Integrated Development Plan (CIDP), Kenya Vision 2030 and national priorities, the Sustainable Development Goals (SDGs), and Africa Agenda 2063. It further clarifies intergovernmental and institutional coordination mechanisms to ensure policy coherence, compliance, and effective implementation.

Chapter Three presents the Municipal Development Strategy and Investment Priorities. It articulates the municipality's vision, mission, and core values, strategic development objectives, key economic growth drivers, and priority investment programmes and projects. The chapter also outlines strategies for equity and inclusion targeting youth, women, persons with disabilities, and the informal sector; climate resilience and environmental sustainability measures; an opportunity prioritization framework based on impact, feasibility, and revenue potential; and the expected development outcomes, including employment creation, income growth, expanded service coverage, and increased municipal own-source revenue.

Chapter Four provides the institutional, financial, and implementation framework required to operationalize the Plan. It defines institutional roles and responsibilities, human resource needs and capacity development, municipal revenue enhancement measures, financing requirements and strategies, public-private partnership and investment mobilization approaches, stakeholder engagement mechanisms, and implementation phasing with clear accountability structures.

Chapter Five establishes the Monitoring, Evaluation, Learning, and Risk Management framework to ensure effective tracking of results and continuous improvement. It includes a results-based performance framework with key indicators, monitoring and reporting systems, annual public accountability mechanisms, mid-term and end-term evaluations, risk identification and mitigation measures, and adaptive learning processes to enhance performance over the Plan period.

Overall, the IDeP positions Kehancha Municipality to deliver measurable transformation through growth-leveraged investments, equitable service expansion, climate and institutional resilience, optimized development opportunities, maximized economic and social value, and strong accountability for results. The Plan targets tangible outcomes in job creation, enterprise growth, improved urban services, enhanced environmental management, increased investment, and strengthened municipal financial sustainability.

Figure 2: Regional Context of Kehancha Municipality

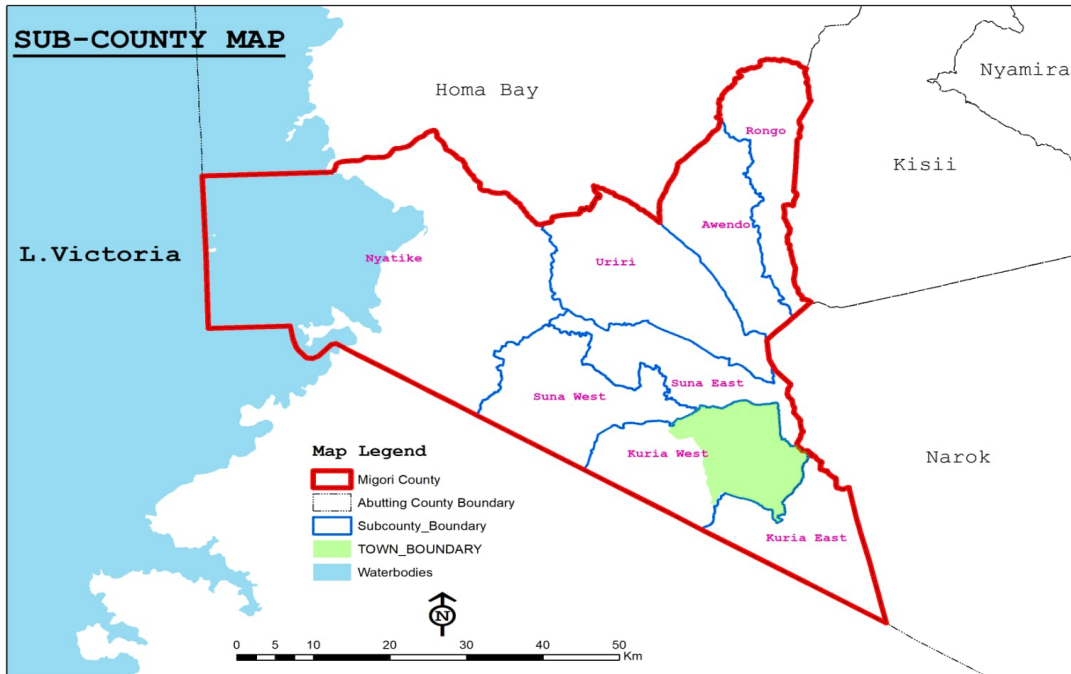


Figure 1: Regional Context of Kehancha Municipality.

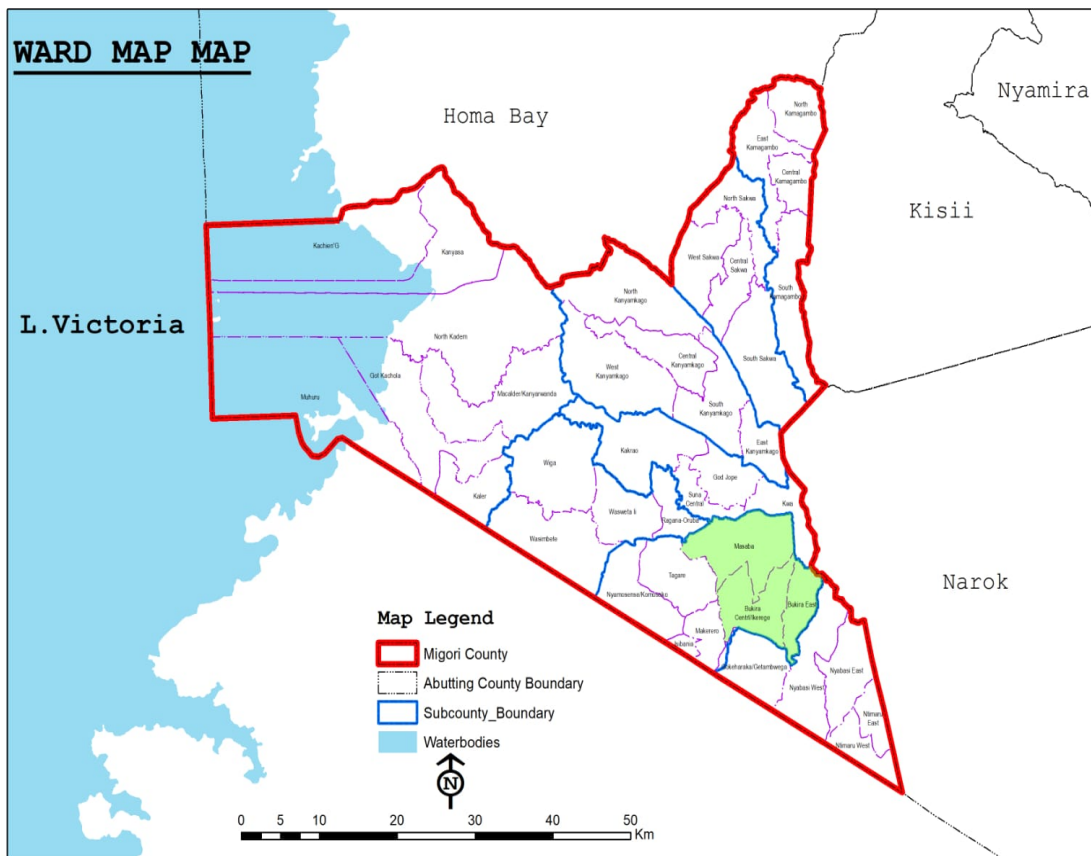


Figure 3: Ward Map of Kehancha Municipality

Following the promulgation of the Constitution of Kenya, 2010, urban areas are governed under the Urban Areas and Cities Act, 2011 and its Amendment (2019). Kehancha attained municipal status after meeting the revised population threshold of 70,000, with an estimated population of 82,914. The town also serves as the administrative headquarters of Kuria West Sub-County.

1.2 Physical and Environmental Characteristics

1.2.1 Topography and Drainage

Kehancha lies at an average altitude of approximately 1,468 metres above sea level and is characterized by gently undulating terrain suitable for urban development. The municipality is drained by several rivers and tributaries including River Migori, Hibwa, Nyakwiri, Nyamikomo, and Nyangutu.

Figure 4: Contour Map of Kehancha Municipality

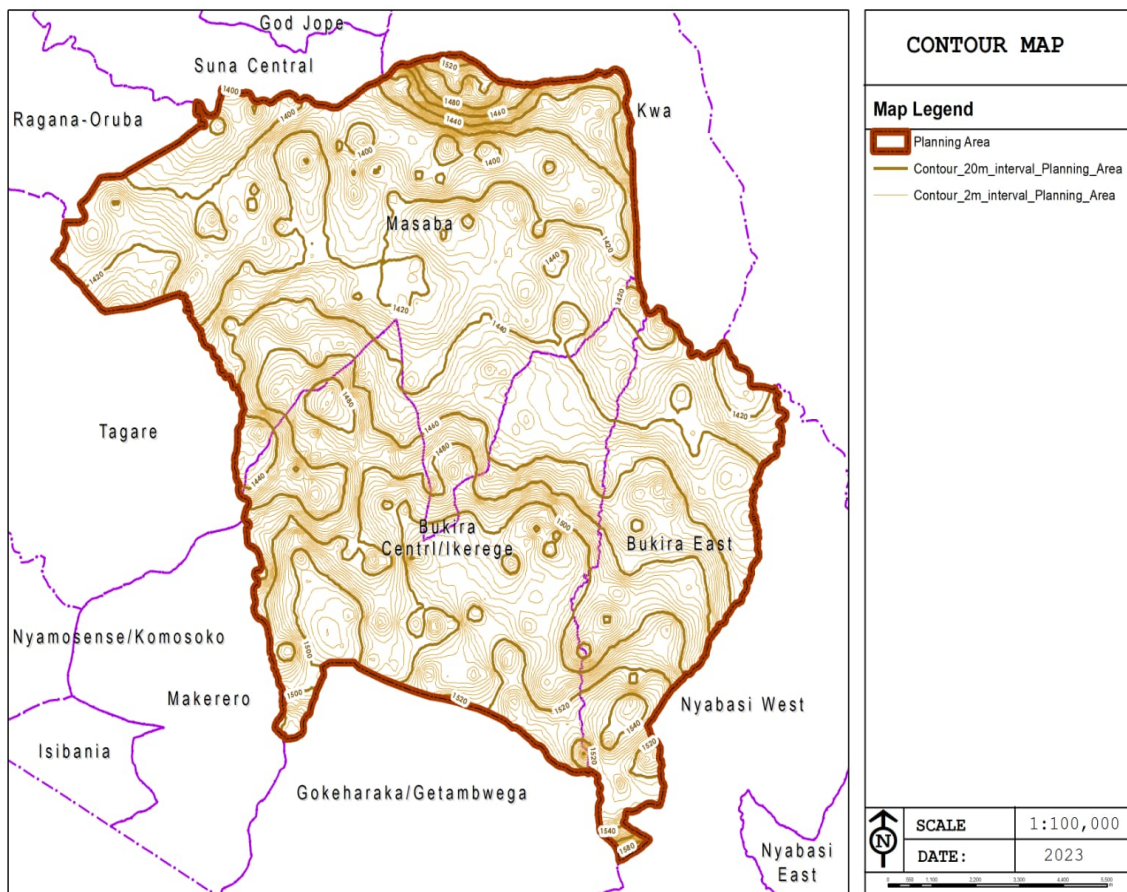
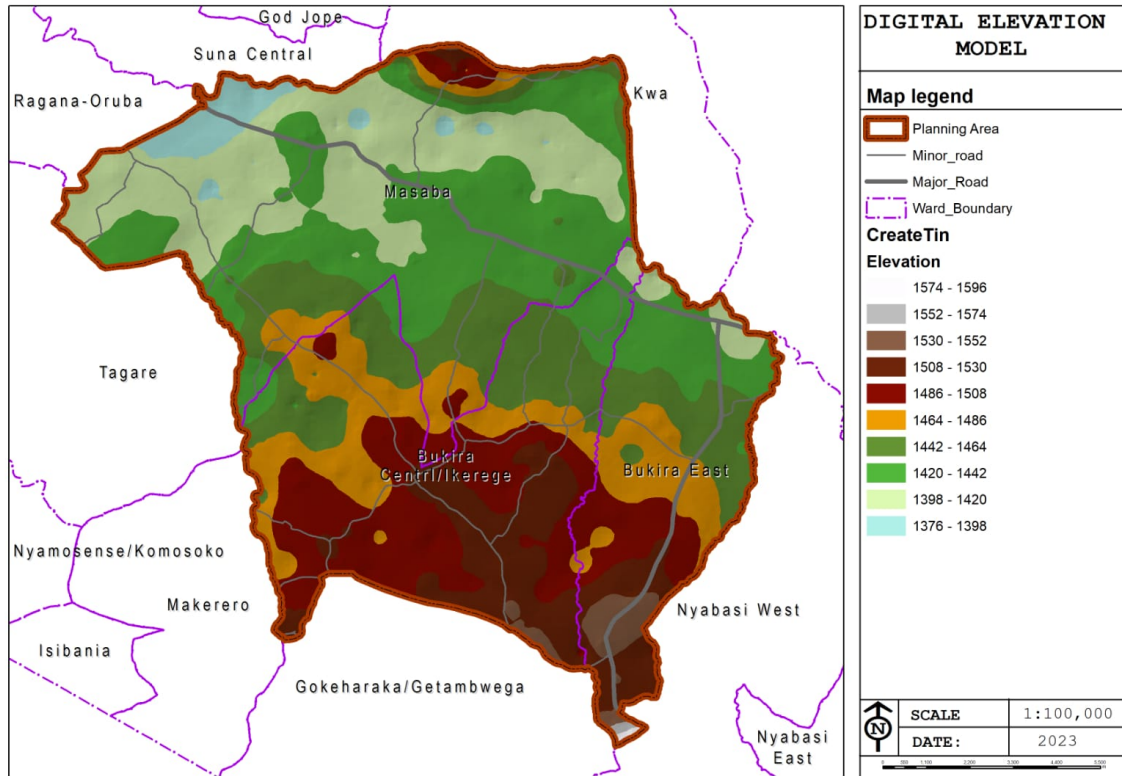


Figure 5: Digital Terrain Model



1.2.2 Climate

The municipality receives annual rainfall ranging between 1,000 mm and 1,600 mm. Average temperatures range between 17°C and 28°C, providing favorable conditions for agriculture and human settlement.

1.2.3 Geology and Soils

The area is underlain by granitic and acidic parent rocks with undulating terrain. Parts of the municipality fall within a mineralized belt associated with artisanal gold deposits.

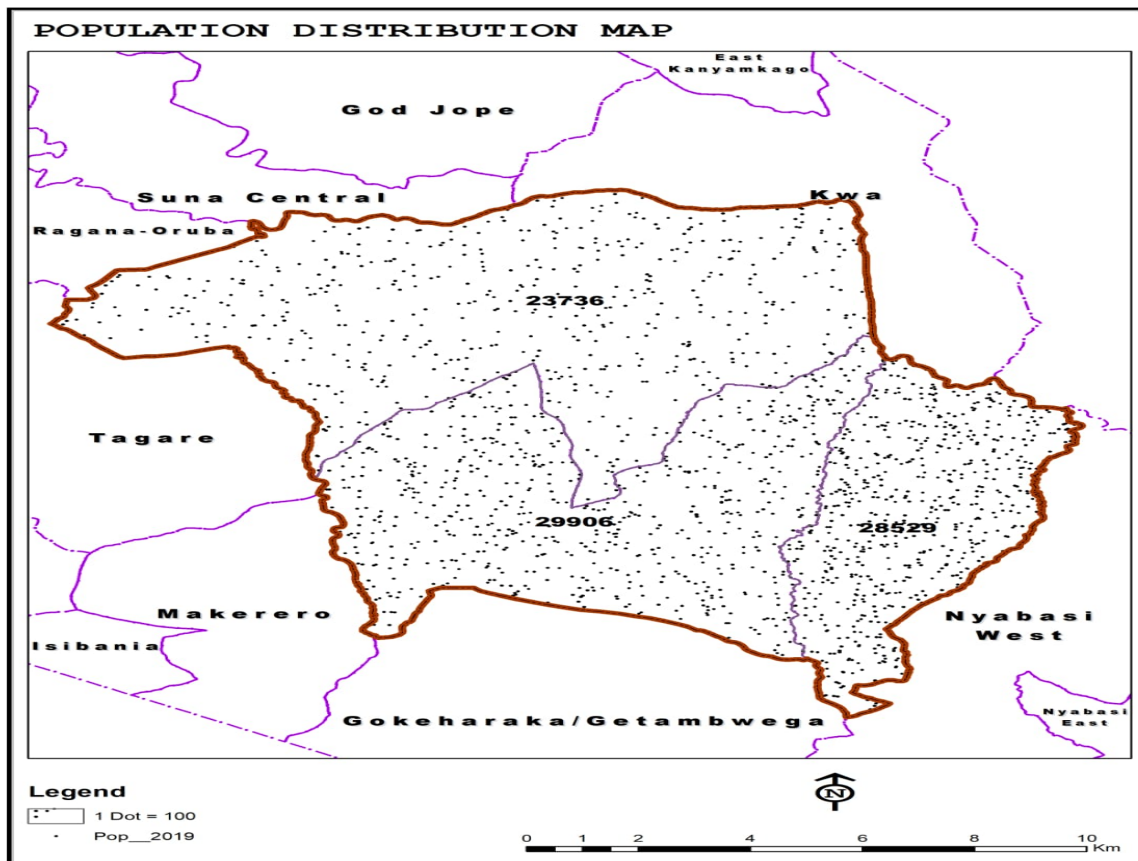
1.3 Administrative and Governance Structure

Kehancha Municipality falls under the administrative jurisdiction of Migori County and spans parts of Masaba, Bukira Central/Ikerege, and Bukira East wards. Governance is exercised through the Municipal Board and administration in accordance with the Urban Areas and Cities Act, supported by county sector departments.

1.4 Population and Urbanization Trends

The municipality has an estimated population of 82,914 with a steadily growing urban population driven by natural growth and rural–urban migration. Increasing population pressure is contributing to expansion of peri-urban settlements, rising demand for services, and emerging informal settlements.

Figure 6: Population Distribution Map



1.4.1 Population Structure and Composition

The population is predominantly youthful, with over 55% under the age of 35, reflecting a high dependency ratio and the need for youth-focused employment, skills development, and social services. The municipality also hosts vulnerable groups including the elderly and persons with disabilities, whose inclusion in planning is critical to equitable service delivery.

1.4.2 Population Density and Spatial Distribution

Population density is highest in the central business district (CBD) and surrounding peri-urban areas, while peripheral rural settlements are sparsely populated. This uneven spatial distribution affects infrastructure deployment, service coverage, and land use planning, necessitating targeted interventions to manage density and optimize growth patterns.

1.4.3 Urban Growth Projections

Kehancha’s urban population is projected to grow at an annual rate of approximately 3.5%, driven by natural increase and inward migration. This trend signals the need for proactive spatial planning, investment in housing, infrastructure, and public services, as well as strategies to integrate the informal settlements into the formal urban economy.

1.4.4 Household Characteristics

Households in Kehancha vary from nuclear to extended families, with an average household size of 5 persons. Most households are owner-occupied, though rental housing is growing in the urban core. Household income sources are largely informal, with a mix of agriculture, trade, small-scale manufacturing, and casual labor, highlighting opportunities to boost income through targeted economic programs and social support.

1.5 Infrastructure and Service Access

1.5.1 Transport and Connectivity

Kehancha is served by the C13 road and a network of urban and feeder roads connecting surrounding settlements and markets.

1.5.2 Water Supply

Water sources include rivers, springs, boreholes, wells, and piped supply managed by MIKUTRA Water Company. Access remains uneven, particularly in peri-urban areas.

1.5.3 Energy and Communication

Electricity access is expanding though coverage gaps remain in peripheral areas. Mobile network coverage supports digital communication and financial services.

1.5.4 Health Services

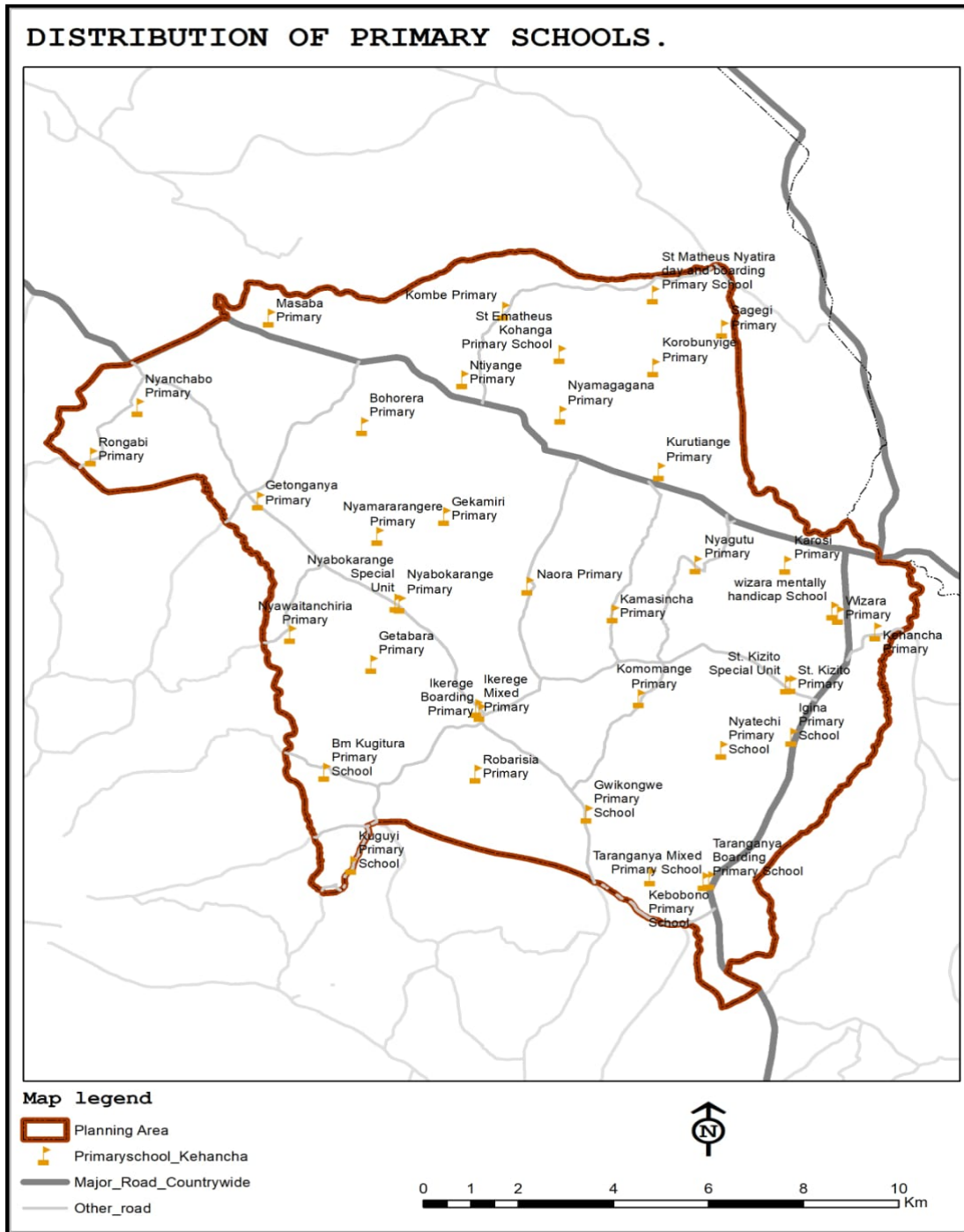
The municipality is served by a Level IV hospital, health centres, dispensaries, and private pharmaceutical outlets. Key challenges include:

- Inadequate facilities and equipment
- Staff shortages
- Frequent drug stock-outs

1.5.5 Education Services

Kehancha Municipality hosts a diverse network of educational institutions, ranging from pre-primary and primary schools to secondary and tertiary institutions. These facilities provide residents with foundational literacy, numeracy, and higher-level learning opportunities essential for personal and community development. However, persistent gaps in infrastructure, limited availability of technical and vocational courses, understaffing, and unequal access to skills-based training constrain the full potential of human capital development. Addressing these challenges is critical not only for equipping residents with relevant skills aligned to local economic opportunities but also for fostering equity, enhancing productivity, and driving sustainable growth and value creation across the municipality.

Figure 7: Education Facilities Distribution



Key constraints:

- Limited infrastructure capacity
- Inadequate technical and vocational training
- Staffing shortages
- Cultural and socio-economic barriers

1.5.6 Security and Emergency Services

Security services are provided through Kehancha Police Station and auxiliary posts. Informal settlements and poorly lit areas pose emerging safety risks. Fire response coverage reaches approximately 37% of the urban population.

1.5.7 Recreation and Social Facilities

Existing facilities include playgrounds, open spaces, community centres, and sports grounds, though development levels remain low.

1.6 Land Use and Spatial Development Patterns

1.6.1 Settlement Structure

The municipality comprises a dense urban core and expanding peri-urban and rural settlements.

1.6.2 Land Use Patterns

Mixed-use development dominates the CBD, combining commercial, institutional, light industrial, and public utility functions.

1.6.3 Land Tenure and Ownership

Land is held under both private (predominantly freehold) and public tenure. Urban core areas have higher land values due to demand for commercial uses.

1.6.4 Housing

Housing development is largely individual-driven, with high levels of owner-occupation and limited formal housing schemes.

1.7 Economic Structure and Livelihood Analysis

The local economy is driven by trade, small-scale manufacturing, agriculture, and services.

1.7.1 Trade and Commerce

Commercial activities include retail trade, wholesale businesses, financial services, and market-based enterprises concentrated within the CBD.

1.7.2 Agriculture and Urban Farming

Key activities include livestock keeping, poultry farming, and crop production for both subsistence and commercial purposes.

1.7.3 Industrial and Processing Activities

The industrial base consists mainly of:

- Jua Kali workshops

- Bakeries and small processing units
- Milk cooling plants
- Water bottling
- Slaughter facilities
- Artisanal gold mining

1.7.4 Tourism and Cultural Economy

The rich Kuria cultural heritage presents opportunities for cultural tourism and local economic diversification.

1.8 Private Sector, Informal Economy and Market Systems

The municipality's economy is characterized by a significant informal sector operating along major roads and within market areas. Informal enterprises play a critical role in employment and income generation but face constraints including limited infrastructure, access to finance, and formal business support services.

1.9 Environmental and Climate Risk Assessment

Environmentally sensitive areas include wetlands, river corridors, water catchments, ridges, and valleys. Key risks include:

- Environmental degradation and encroachment
- Flooding and drainage challenges
- Water scarcity in dry periods
- Solid waste management pressures

Climate variability poses risks to agriculture, water availability, and urban infrastructure.

1.10 Development Challenges and Constraints

Kehancha Municipality faces multiple development constraints that limit its capacity to deliver inclusive, sustainable, and growth-oriented urban development. These challenges span demographic pressures, infrastructure gaps, economic limitations, environmental risks, and institutional capacity, which collectively affect service delivery, investment attraction, and value creation.

1.10.1 Rapid Population Growth and Informal Settlement Expansion

The municipality's population is growing at an estimated 3.5% annually, leading to expansion of informal settlements with inadequate access to services and infrastructure. This growth pressures land, housing, sanitation, and public facilities, making structured urban planning and densification strategies critical.

1.10.2 Inadequate Infrastructure and Service Coverage

Key infrastructure, including roads, water supply, electricity, drainage, and public facilities, remains insufficient relative to demand. Gaps in transport, energy, and digital connectivity constrain mobility, economic activity, and access to essential services, limiting municipal competitiveness and quality of life.

1.10.3 Limited Economic Diversification and Industrial Base

The local economy is largely informal and reliant on small-scale agriculture, trade, and micro-enterprises, with limited industrial and value-addition capacity. This narrow economic base constrains municipal revenue, employment opportunities, and investment potential.

1.10.4 High Youth Unemployment and Underemployment

A predominantly youthful population faces high unemployment and underemployment, particularly in the informal sector. Limited skills development, lack of formal job creation, and weak linkages between education and market demand exacerbate socio-economic vulnerability.

1.10.5 Weak Municipal Revenue Base

Revenue mobilization is constrained by low local tax compliance, limited economic diversification, and underdeveloped revenue collection systems. This restricts the municipality's ability to finance infrastructure, service expansion, and investment initiatives.

1.10.6 Land Management and Planning Constraints

Inadequate land use planning, fragmented land ownership, and informal settlements complicate urban expansion, infrastructure development, and investment. Weak enforcement of planning regulations reduces land-use efficiency and affects equitable development.

1.10.7 Environmental Degradation and Climate Risks

Environmental challenges, including deforestation, wetland encroachment, soil erosion, and water pollution, undermine sustainable development. Climate variability increases vulnerability to floods, droughts, and agricultural disruption, requiring climate-resilient planning.

1.10.8 Limited Institutional and Financial Capacity

Municipal institutions face capacity gaps in planning, project implementation, and financial management. Human resource shortages, weak technical expertise, and limited budgetary allocations hinder effective governance, monitoring, and strategic investment.

1.11 Strategic Opportunities and Municipal Competitive Advantages

Kehancha Municipality possesses several strategic opportunities that can be leveraged to accelerate economic growth, attract investment, and improve livelihoods. These advantages span location, demographics, economic potential, and natural and cultural resources, providing a foundation for inclusive and value-driven urban development.

1.11.1 Strategic Location along Regional Trade Corridors

Kehancha's position along the C13 Migori–Lolgorian road and proximity to major towns positions it as a regional trade hub, facilitating the flow of goods, services, and investment, and enhancing market access for local producers and businesses.

1.11.2 Growing Urban Population and Expanding Local Market

The municipality's steadily increasing population creates a growing local market for goods, services, and housing. This demographic trend provides opportunities for business expansion, retail growth, and urban service provision, supporting economic dynamism.

1.11.3 Strong Informal Enterprise Base with Formalization Potential

A vibrant informal economy, including small-scale trade, crafts, and service provision, forms the backbone of local employment. With targeted support, capacity building, and formalization, these enterprises can expand, increase productivity, and contribute to municipal revenue growth.

1.11.4 Opportunities for Agro-Processing and Value Addition

Kehancha's agricultural output, including livestock, poultry, and cash crops, presents significant potential for agro-processing and value addition. Developing processing facilities can boost incomes, create jobs, and strengthen linkages between farmers and markets.

1.11.5 Cultural Tourism Potential

The rich Kuria cultural heritage offers avenues for cultural and eco-tourism, including traditional practices, festivals, and historical sites. Leveraging these assets can stimulate tourism-related enterprises and diversify the local economy.

1.11.6 Mineral Resources Supporting Artisanal Mining Value Chains

Artisanal gold mining and other mineral resources provide economic opportunities for value chains development. Proper regulation, safety measures, and processing support can enhance income generation and formalize mining activities.

1.11.7 Land Availability for Planned Urban Expansion

The municipality has sufficient land in peri-urban areas for planned residential, commercial, and industrial expansion. Strategic land use planning can facilitate orderly growth, infrastructure development, and investment readiness.

1.11.8 Potential for Public-Private Partnerships and Investment Attraction

Kehancha's growth prospects and strategic advantages create opportunities for public-private partnerships (PPPs) and investor engagement. Structured collaboration can mobilize capital, improve service delivery, and accelerate implementation of priority infrastructure and development projects.

This diagnostic provides the evidence base for identifying high-impact growth drivers, prioritizing investments, strengthening resilience, and positioning Kehancha Municipality for inclusive economic transformation and sustainable urban development.

CHAPTER 2: POLICY, LEGAL AND STRATEGIC LINKAGES

2.0 Introduction

This chapter outlines the policy, legal, and strategic frameworks that guide the preparation and implementation of the Kehancha Municipality Integrated Development Plan (IDeP) 2024–2028. The Plan is anchored within national constitutional provisions, county development priorities, continental and global development commitments, and sectoral legal instruments. The linkages ensure that municipal investments and programs are growth-leveraged, equity-sensitive, resilience-informed, opportunity-optimized, and accountability-anchored. Alignment with these frameworks enhances policy coherence, resource mobilization, institutional coordination, and results-based implementation while positioning Kehancha as a competitive, sustainable, and inclusive urban growth center.

2.1 Constitution and Legal Framework

The Kehancha Municipality IDeP is prepared in conformity with the Constitution of Kenya 2010, particularly the Fourth Schedule, which assigns key functions to county governments, including county planning and development, trade regulation, county transport, pre-primary education, health services, environmental management, public works, disaster management, and cultural development. The Plan operationalizes constitutional principles of public participation, equity, transparency, sustainability, and prudent resource utilization, consistent with GEROWA’s accountability and inclusion pillars.

The IDeP further derives its legal basis from the following core statutes:

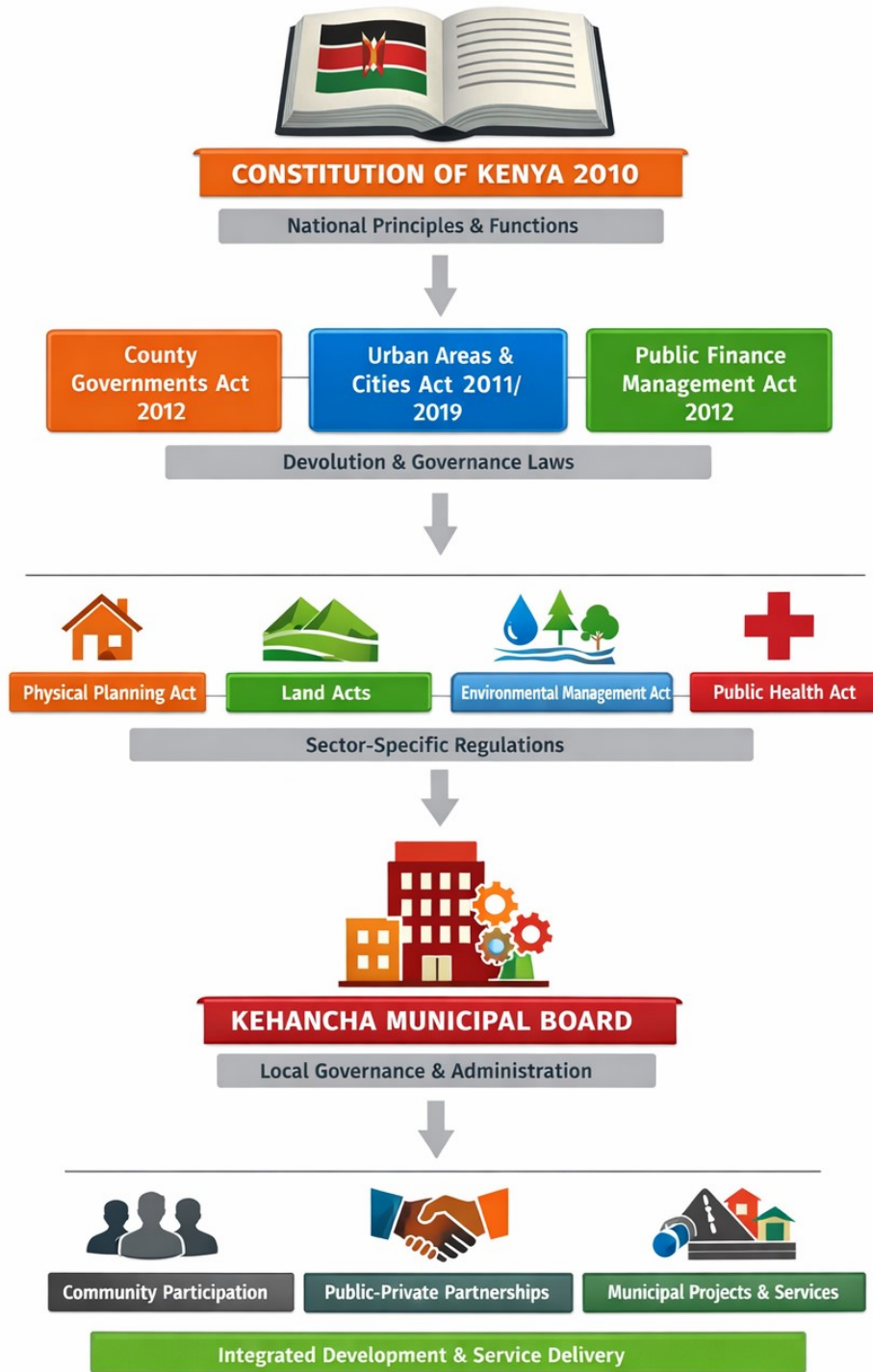
- **Urban Areas and Cities Act (2011) and Amendment (2019)** – Requires municipalities to prepare integrated development plans as a basis for service delivery, infrastructure investment, and performance management.
- **County Governments Act (2012)** – Provides the framework for county planning, citizen engagement, and integrated development.
- **Public Finance Management Act (2012)** – Links planning to budgeting and ensures fiscal discipline and value for money.
- **Intergovernmental Relations Act (2012)** – Supports coordination between national and county governments.
- **Transition to Devolved Government Act (2012)** – Guided the transfer and operationalization of devolved functions.

Sector-specific legal instruments informing municipal planning include:

- **Physical and Land Use Planning Act (2019)** – Guides spatial planning, zoning, and orderly urban growth.
- **Land Act (2012) and Land Control Act (Cap 302)** – Provide for land administration, tenure conversion, and development control.
- **Environmental Management and Coordination Act (EMCA) (1999)** – Requires Environmental Impact Assessments and safeguards ecological sustainability.
- **Water Act (2016)** – Guides water resource management and service provision.
- **Public Health Act (Cap 242)** – Provides standards for sanitation, food safety, and public health.

Figure 8: Legal and Policy Framework Guiding Kehancha IDeP

Legal and Policy Framework Guiding Kehancha IDeP



This legal foundation ensures that municipal development is lawful, environmentally responsible, fiscally prudent, and institutionally accountable.

2.3 Alignment with Kenya Vision 2030 and National Priorities

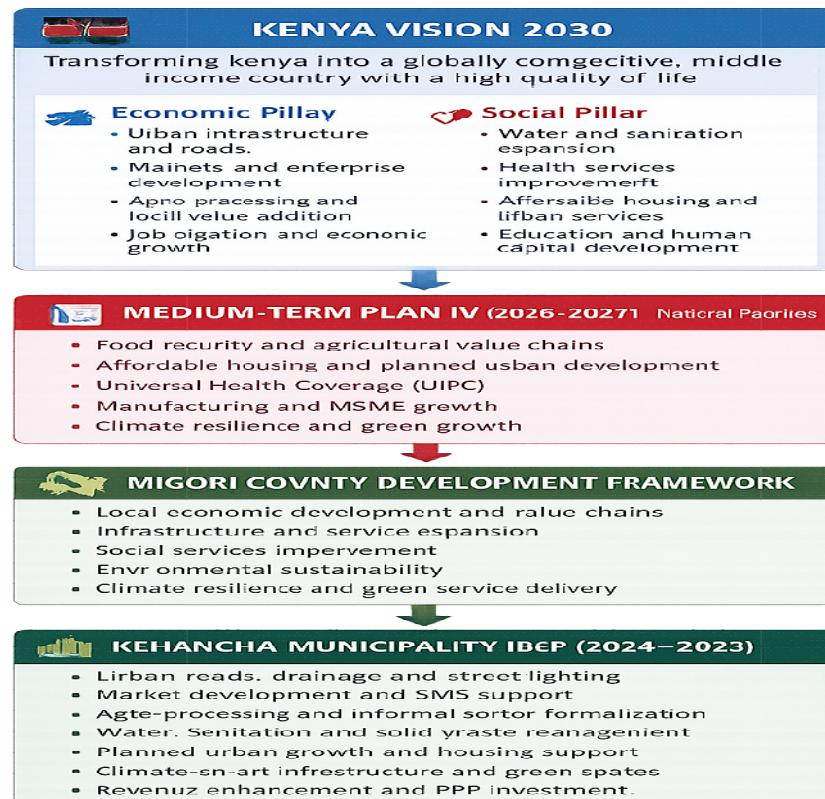
The IDeP contributes to the realization of Kenya Vision 2030, which seeks to transform Kenya into a globally competitive, middle-income economy with a high quality of life. The Plan supports the Vision’s three pillars as follows:

- **Economic Pillar:** Investment in urban infrastructure, markets, roads, agro-processing, and enterprise development to stimulate local economic growth and employment.
- **Social Pillar:** Expansion of water, sanitation, health, housing, and education services to improve human development outcomes.
- **Political Pillar:** Strengthening governance, public participation, and institutional performance at the municipal level.

The Plan is further aligned with national priorities under the current Medium-Term Plan (MTP IV, 2023–2027), including:

- Food security and agricultural value chains
- Affordable housing and planned urban development
- Universal health coverage
- Manufacturing and MSME growth
- Climate resilience and green growth

Figure 9: Alignment of Kehancha IDeP with Vision 2030 and MTP IV Priorities



Through these linkages, the municipality positions itself as a local implementation platform for national transformation, consistent with its growth and opportunity principles.

2.4 Alignment with SDGs and Agenda 2063

The IDeP integrates global and continental development commitments to ensure that municipal investments deliver sustainable, inclusive, and resilient growth while contributing to Kenya’s international obligations and long-term African transformation goals. The Plan prioritizes high-impact sectors whose outcomes directly map to the Sustainable Development Goals (SDGs) and the African Union Agenda 2063.

2.4.1 Sustainable Development Goals (SDGs)

The IDeP prioritizes the following SDGs based on municipal mandates, local development needs, and expected economic and social returns:

Table 2.1: Mapping of IDeP Priorities to Sustainable Development Goals

Priority SDG	Municipal Program Focus	Expected Local Outcomes
SDG 6: Clean Water and Sanitation	Expansion of water supply systems, storm-water drainage, sewerage development, and sanitation infrastructure	Improved public health, reduced environmental pollution, and increased service coverage
SDG 8: Decent Work and Economic Growth	MSME support, market development, informal sector formalization, agro-processing, and enterprise value chains	Job creation, higher household incomes, and expanded local economic activity
SDG 9: Industry, Innovation and Infrastructure	Upgrading of urban roads, economic infrastructure, industrial and trading spaces, and digital enablement	Enhanced connectivity, reduced business costs, and increased private investment
SDG 11: Sustainable Cities and Communities	Planned urban expansion, affordable housing support, solid waste management, urban safety, and land-use planning	Orderly urban growth, improved livability, and investment readiness
SDG 13 & SDG 15: Climate Action and Life on Land	Environmental conservation, river and ecosystem restoration, climate-resilient infrastructure, and urban greening	Reduced climate risks, improved ecosystem services, and long-term environmental sustainability
SDG 17: Partnerships for the Goals	Public-Private Partnerships (PPPs), development partner engagement, intergovernmental collaboration, and community participation	Increased financing, improved implementation capacity, and strengthened accountability

2.4.2 African Union Agenda 2063

The IDeP contributes to Africa’s long-term transformation by advancing the following Agenda 2063 aspirations:

Table 2.2: Mapping of IDEP Priorities to Africa Agenda Aspirations

Agenda 2063 Aspiration	Municipal Contribution
Aspiration 1: A Prosperous Africa Based on Inclusive Growth and Sustainable Development	Local economic development, infrastructure expansion, climate-resilient urban planning, and value addition in agriculture and mining
Aspiration 3: An Africa of Good Governance, Democracy and Capable Institutions	Strengthened municipal governance systems, results-based planning, public financial management, transparency, and citizen participation
Aspiration 6: An Africa Whose Development is People-Driven	Youth and women economic empowerment, support to the informal sector, inclusive service delivery, and participatory planning processes

Figure 10: Mapping of Kehancha IDEP Programs to SDGs and Agenda 2063 Aspirations



These alignments ensure that municipal development is globally relevant, environmentally responsible, and socially inclusive.

2.5 Intergovernmental and Institutional Coordination Framework

Effective implementation of the IDeP requires coordinated action across multiple institutions and stakeholders. The coordination framework includes:

- i **National Government:** Policy guidance, conditional grants, and sector support through agencies responsible for roads, water, housing, environment, and urban development.
- ii **County Government of Migori:** Overall planning, budgeting, technical support, and integration of municipal priorities into county programs.
- iii **Municipal Board and Administration:** Day-to-day implementation, performance management, revenue mobilization, stakeholder engagement, and service delivery.
- iv **Development Partners and Private Sector:** Support through Public–Private Partnerships (PPPs), investment financing, technical assistance, and innovation.
- v **Communities and Civil Society:** Participation in planning, monitoring, and social accountability, ensuring equity and responsiveness.

Table 2.3: Institutional Roles and Coordination Mechanisms for IDeP Implementation

Institution / Stakeholder	Core Mandate in IDeP Implementation	Key Responsibilities under the IDeP	Coordination Mechanism
Kehancha Municipal Board	Overall municipal governance and strategic oversight	Provide policy direction; approve annual work plans and budgets; monitor service delivery standards; ensure compliance with Urban Areas and Cities Act	Board meetings; performance reviews; reporting to County Executive
Municipal Manager and Secretariat	Day-to-day management and coordination of municipal operations	Coordinate project implementation; prepare annual plans and reports; supervise municipal staff; manage service delivery contracts	Internal coordination meetings; integrated work plans; performance contracts
Migori County Executive (Relevant CECMs and Departments)	Sector policy leadership and resource allocation	Provide technical support in roads, water, health, trade, environment, housing, and urban planning; integrate municipal priorities into county budgets	Sector working groups; County Budget and Economic Forum (CBEF); joint planning sessions
Migori County Assembly	Legislative oversight and approval of resources	Approve budgets and development allocations; provide oversight on implementation; ensure public interest and legal compliance	Committee hearings; audit reviews; public participation forums
National Government Ministries, Departments and Agencies (MDAs)	Policy alignment, regulation, and co-financing of national functions	Support infrastructure, housing, urban development, water, environmental management, and MSME programs; provide technical standards and conditional grants	Intergovernmental forums; sector coordination committees; conditional grant agreements

Development Partners and Donor Agencies	Technical assistance, financing, and capacity building	Support priority projects in infrastructure, climate resilience, governance, livelihoods, and social services; strengthen institutional capacity	Memoranda of Understanding (MoUs); joint reviews; project steering committees
Private Sector and Investors (PPPs)	Investment, innovation, and service delivery efficiency	Participate in Public-Private Partnerships for markets, housing, waste management, energy, and agro-processing; create jobs and expand the tax base	PPP framework agreements; investment forums; business associations
Community Organizations, Civil Society, and CBOs	Citizen representation and social accountability	Mobilize community participation; support project implementation and social programs; monitor service delivery; promote inclusion of vulnerable groups	Public participation forums; social audits; stakeholder consultations
Informal Sector Associations and MSME Groups	Local economic development and enterprise growth	Engage in formalization programs; participate in market development initiatives; provide feedback on business environment constraints	Trade forums; cooperative platforms; business registration and support programs
Regulatory and Oversight Institutions (Auditor-General, Controller of Budget, NEMA, etc.)	Financial, environmental, and legal compliance	Conduct audits; enforce environmental safeguards; ensure prudent use of public resources and compliance with statutory requirements	Statutory reporting; compliance audits; environmental impact assessment processes
Intergovernmental Coordination Structures (Council of Governors, County–National Forums)	Policy harmonization and resource coordination across levels of government	Align municipal priorities with national and county programs; resolve implementation bottlenecks; share best practices	Intergovernmental agreements; technical committees; joint sector reviews
Public Participation Platforms (Ward and Municipal Forums)	Inclusive planning and feedback	Identify community priorities; validate plans; monitor implementation; enhance transparency and ownership	Participatory planning forums; grievance redress mechanisms; citizen report cards

This framework enhances accountability, resource mobilization, risk sharing, and implementation efficiency, in line with GEROWA’s governance and partnership principles.

The Kehancha Municipality IDeP (2024–2028) is firmly anchored within constitutional mandates, national and county planning frameworks, and global development commitments. These linkages ensure policy coherence, fiscal discipline, institutional coordination, and results-based implementation, positioning the municipality to deliver inclusive growth, resilient infrastructure, environmental sustainability, and improved livelihoods.

CHAPTER 3: DEVELOPMENT STRATEGY AND INVESTMENT PRIORITIES

3.1 Introduction

This chapter outlines the strategic direction that will guide the transformation of Kehancha Municipality during the 2024–2028 period. It translates the development diagnostics and opportunities identified in earlier chapters into a clear vision, mission, values, strategic objectives, and priority investment programs.

The strategy is anchored on opportunity maximization, value creation, climate resilience, inclusive growth, and institutional performance. It focuses on high-impact investments that stimulate economic activity, improve service delivery, strengthen municipal revenue capacity, and deliver measurable improvements in quality of life. The chapter also provides the framework for prioritizing investments, mobilizing partnerships, and aligning municipal actions with national, regional, and global development commitments.

3.2 Vision, Mission and Core Values

3.2.1 Vision

A green, resilient, inclusive, and economically dynamic municipality that maximizes opportunities, creates sustainable wealth, and delivers measurable quality of life improvements for all residents.

3.2.2 Mission

To transform livelihoods in Kehancha by strategically investing in high-impact economic opportunities, expanding equitable access to quality services, strengthening environmental and institutional resilience, fostering innovation and enterprise, and delivering transparent, results-driven governance that maximizes social, economic, and environmental value.

3.2.3 Core Values

The Municipality will operate under the guiding principles summarized by the acronym THIIRI.

Table 3.1: Core Values

Value	Meaning in Municipal Practice
Transparency and Accountability	Open decision-making, prudent resource use, performance tracking, and public reporting.
High Performance and Productivity	Efficient service delivery and disciplined implementation to maximize value for money.
Integrity	Ethical leadership, fairness, and zero tolerance for corruption.
Inclusion and Shared Prosperity	Equitable access to opportunities for women, youth, PWDs, informal workers, and marginalized areas.
Responsiveness and Results	Evidence-based decisions and prioritization of high-impact interventions.
Innovation and Opportunity Creation	Leveraging technology, partnerships, and new business models to expand economic and revenue opportunities.

Figure 11: THIIRI Values Wheel



THIIRI Values Framework

Guiding principles for performance, service delivery, and sustainable municipal transformation

3.3 Strategic Development Objectives

The Municipality will pursue seven strategic objectives:

Table 3.2: Strategic Objectives

Strategic Area	Objective
Urban Mobility	Improve road connectivity, traffic flow, and transport efficiency.
Water and Sanitation	Expand reliable water supply, sewerage, drainage, and waste management.
Local Economic Development	Promote MSMEs, markets, agro-processing, and enterprise growth.
Urban Development	Support planned urban expansion and affordable housing.

and Housing	
Social Services	Improve health, education, recreation, and community facilities.
Environmental Sustainability	Enhance climate resilience and ecosystem protection.
Governance and Revenue	Strengthen institutional capacity, PPPs, and own-source revenue.

3.4 Municipal Economic Transformation Pathways

Kehancha’s economic transformation strategy focuses on unlocking high-impact sectors that expand enterprise activity, create jobs, increase household incomes, and strengthen municipal revenue. The transformation approach links infrastructure investment to enterprise growth, value addition, employment generation, and reinvestment for sustained urban prosperity.

Table 3.3: Municipal Economic Growth Drivers and Transformation Actions

Growth Driver	Key Constraints	Strategic Interventions	Priority Projects (2024–2028)	Lead Actors
Trade and Commerce	Congested markets, inadequate facilities, weak revenue systems	Modernize trading infrastructure and formalize businesses	Construction of Modern Municipal Market; market sanitation; digitized revenue systems	Municipality, County Government, Private Investors
Agro-Value Chains	Limited storage, weak market access, low value addition	Strengthen aggregation, processing, and cooperative marketing	Milk and produce aggregation centers; cooling plant; cooperative development support	County Government, Cooperatives, Private Sector
Informal Sector Upgrading	Low productivity, limited workspaces, informal operations	Provide serviced workspaces and simplify licensing	Informal sector sheds; business registration and financial inclusion programs	Municipality, County Trade Department, Development Partners
Transport and Logistics	Poor road network, weak circulation, lack of logistics infrastructure	Improve mobility, connectivity, and freight handling	Road rehabilitation and upgrading; Kehancha Lorry Park development; CBD decongestion routes	County Government, KeRRA, KURA
Culture, Sports and Recreation	Underdeveloped public spaces and tourism assets	Develop recreation facilities and promote cultural economy	Stadium completion; Multipurpose Hall renovation; Modern Recreational Park	Municipality, County Government, Private Sector

Figure 12: Economic Value Chain Model

Economic Value Chain Model

Municipal Economic Transformation Pathways



3.5 Priority Investment Programs

3.5.1 Transport and Mobility Improvement

Problem	Strategy	Key Projects	Timeline	Expected Impact	Actors
Poor urban and access roads	Upgrade priority road network	<ul style="list-style-type: none"> Rehabilitation of Omome Academy–Nyaitara Road (8 	2024–2025	Reduced transport cost and improved access	County Government, KeRRA

		<ul style="list-style-type: none"> km); Opening and improvement of key CBD circulation roads 			
Congestion and weak circulation	Develop alternative routes and traffic management	<ul style="list-style-type: none"> Acquisition of land for future Kehancha bypass; CBD circulation improvements 	2025–2027	Improved mobility and reduced congestion	County Government, NLC
Lack of pedestrian facilities	Promote safe non-motorized transport	<ul style="list-style-type: none"> NMT infrastructure; Zebra crossings; Road signage 	2025–2028	Improved safety and inclusive mobility	Municipality, Donors
Lack of freight handling space	Develop logistics infrastructure	<ul style="list-style-type: none"> Ground leveling, Fencing and operationalization of Kehancha Lorry Park 	2024–2025	Trade efficiency and municipal revenue	Municipality, Private Operators
Poor urban road standards	Upgrade to bitumen standard	<ul style="list-style-type: none"> Bitumenization of Lebanon–Isebania Junction Road; Haki na Jasho–Sokoni Road 	2025–2027	Increased property value and investment	County Government

3.5.2 Economic Infrastructure Improvement

Problem	Strategy	Key Projects	Timeline	Expected Impact	Actors
Inadequate market infrastructure	Modernize open-air markets	<ul style="list-style-type: none"> Construction of Modern Municipal Market; Market shades and sanitation; Backup power 	2026 - 2027	Increased trade volume and revenue	Municipality, County, Private Investors
Weak revenue management	Digitize market administration	<ul style="list-style-type: none"> Automated revenue collection and management systems 	2026-2028	Improved efficiency and accountability	Municipality

3.5.3 Water, Sanitation and Environmental Management

Problem	Strategy	Key Projects	Timeline	Impact	Actors
Limited water access	Expand water network	<ul style="list-style-type: none"> Modernization and Expansion of Kehancha Water Supply 	2026-2027	Improved public health and productivity	County Government, Water Agencies
Poor sanitation	Develop sewer and waste systems	<ul style="list-style-type: none"> Sewerage development; Solid waste management site 	2027 - 2028	Cleaner urban environment	Municipality, County Government
Flooding risks	Improve drainage	<ul style="list-style-type: none"> Storm Water Drainage 	2027-2028	Reduced disaster risk	Municipality

		Construction and Maintenance			
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3.5.4 Social Infrastructure Enhancement

Problem	Strategy	Key Projects	Timeline	Impact	Actors
Limited health capacity	Upgrade health facilities	<ul style="list-style-type: none"> Upgrading of Kehancha Level 4 Hospital 	2027-2028	Improved health outcomes and workforce productivity	County Government
Inadequate community facilities	Rehabilitate social infrastructure	<ul style="list-style-type: none"> Renovation and repurposing of Kehancha Multipurpose Hall 	2026-2027	Community engagement and economic events	Municipality
Youth unemployment and limited recreation	Expand sports and skills spaces	<ul style="list-style-type: none"> Completion of Kehancha Stadium; Establishment of public libraries and ICT hubs 	2027-2028	Youth empowerment and skills development	Municipality, Partners

3.5.5 Urban Development and Housing Improvement

Problem	Strategy	Key Projects	Timeline	Impact	Actors
Unplanned growth and land fragmentation	Strengthen zoning and development control	<ul style="list-style-type: none"> Finalization and Enforcement of Kehancha Zoning Plan; Enforcement of Development Controls 	2024-2028	Orderly urban growth	Municipality, County
Housing deficit	Promote affordable housing	<ul style="list-style-type: none"> PPP-based Affordable Housing Development 	2027-2028	Increased housing access	County, Private Developers
Low investment readiness	Service land for development	<ul style="list-style-type: none"> Land Use Planning, infrastructure servicing, utility protection 	2024 - 2028	Investment attraction	Municipality

3.5.6 Greenness and Livability Enhancement

Problem	Strategy	Key Projects	Timeline	Impact	Actors
Limited green spaces	Develop urban recreation areas	<ul style="list-style-type: none"> Construction of a Modern Recreational Park 	2025 - 2027	Urban livability and tourism	Municipality
Climate	Enhance	<ul style="list-style-type: none"> Urban Greening 	2024 –	Climate	Municipality,

vulnerability	urban resilience	and Tree Planting; • Riparian Areas Protection	2028	resilience and ecosystem protection	Environment Agencies
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3.6 Investment Prioritization Framework

Table 3.4: Project Selection Criteria

Criteria	Assessment Focus
Economic Impact	Job creation, enterprise growth, income generation
Social Impact	Service access, inclusion of youth, women and vulnerable groups
Environmental Sustainability	Climate resilience, resource efficiency, ecosystem protection
Financial Viability	Cost-effectiveness, revenue generation potential
Readiness	Land availability, designs, approvals, institutional capacity
Leverage Potential	Ability to attract PPPs, grants, or national government funding

Figure 13: Project Prioritization Funnel

Project Ideas → Feasibility Screening → Impact Assessment → Financial Analysis → High-Impact Investment Portfolio.

3.7 Financing and Partnership Strategy

To implement Kehancha Municipality’s 2024–2028 strategic investment programs, a diversified and robust financing strategy will be pursued. The strategy emphasizes leveraging municipal resources, government support, private sector partnerships, development assistance, and innovative climate financing mechanisms to ensure sustainable funding for high-impact projects. Partnerships will be actively cultivated to maximize co-investment opportunities, technical expertise, and long-term resilience outcomes.

3.7.1 Key Funding Sources:

- **Municipal Own-Source Revenue (OSR):** Revenue from local taxes, fees, and service charges to finance priority infrastructure and service delivery.
- **County Government Allocations:** Conditional and unconditional allocations aligned with county development priorities.
- **National Government Programs:** Sector-specific grants, development funds, and infrastructure programs.
- **Development Partners:** Multilateral and bilateral grants, technical assistance, and concessional financing.
- **Public-Private Partnerships (PPPs):** Leveraging private sector capital, innovation, and operational efficiencies for municipal projects.
- **Climate and Green Financing:** Green bonds, resilience funds, and international climate finance to support low-carbon, climate-resilient infrastructure.

Table 3.5: Financing Sources and Instruments

Source	Instrument
Government	Budget allocations, conditional grants and sectoral funds
Private Sector	PPPs, concessions, leases and investment incentives

Development Partners	Grants, technical assistance and capacity building support
Climate Funds	Green and resilience financing and carbon-offset mechanisms

3.7.2 Strategic Considerations:

- **Blended Financing Approach:** Combining municipal revenue with partner contributions to reduce fiscal risk.
- **Revenue Optimization:** Strengthening revenue administration to increase OSR and investment capacity.
- **Partnership Leverage:** Targeting partnerships that deliver knowledge transfer, innovation, and long-term operational sustainability.
- **Climate Alignment:** Prioritizing projects that meet national climate goals and unlock international green financing.

3.8 Expected Results

The financing and strategic investment approach will deliver measurable socio-economic, environmental, and governance impacts by 2028.

Table 3.6: Key Results

Outcome Area	Expected Change
Economic Growth	Increased MSME activity, enterprise development, and local investment attraction
Employment	Creation of jobs in construction, trade, services, agro-processing, and logistics
Service Access	Expanded water, sanitation, health, education, and ICT coverage
Revenue	Enhanced municipal OSR and increased fiscal capacity for reinvestment
Urban Environment	Cleaner, greener, flood-resilient, and climate-adaptive urban spaces
Governance	Improved transparency, citizen participation, and institutional performance

Figure 13: Theory of Change

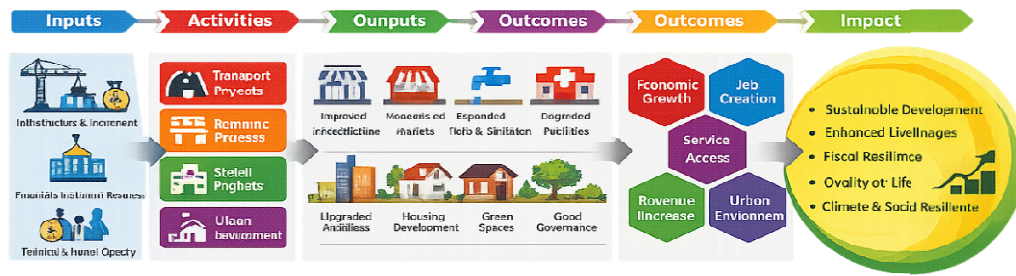


Figure 13: Theory of Change in Kehancha IDEP

This sequence reflects a closed-loop growth model, ensuring that every investment reinforces economic, social, and environmental returns, consistent with the Municipality’s THIIRI values and strategic objectives.

3.9 Strategic Impact Statement

By 2028, Kehancha Municipality will have transformed into a competitive, investment-ready, and climate-resilient urban center. This transformation will be characterized by:

- Enhanced Infrastructure:** Improved roads, water, sanitation, and social infrastructure, enabling efficient mobility, trade, and public service delivery.
- Expanded Economic Opportunities:** Growth of MSMEs, agro-value chains, logistics, and informal sector upgrading leading to increased employment and household incomes.
- Strengthened Municipal Finances:** Optimized own-source revenue, sustainable PPPs, and diversified funding streams to support ongoing development.
- Environmental Resilience:** Urban greening, climate-adaptive infrastructure, and ecosystem protection, enhancing livability and disaster preparedness.
- Inclusive and Transparent Governance:** Evidence-based decision-making, citizen engagement, and performance-oriented municipal administration that delivers measurable improvements in the quality of life for all residents.

This strategic impact embodies Kehancha’s vision and mission, translating opportunity maximization and institutional performance into tangible, long-term benefits for its people and environment. The financing and partnership approach ensures that each investment is not only implementable but sustainable, creating a virtuous cycle of growth, revenue, and well-being.

Table 3.7: Kehancha Municipality Development Approval Matrix

(Submission by A - Architect P – Planner	Change of use(P)	Subdivision(P)	Extension of use (P)	Amalgamation (P)	Boundar y/Roads adjustm ents (P)	Amendments of approved developments (P)	Development Regularization (P)	Outdoor Advertising (P)	Extension of lease (P)	Land plan	Duplicate copies	Building plans (A)
Ownership documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
English Newspaper	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/>		
Swahili Newspaper	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/>		
Site Notice	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>
Location & Site plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>
Contours data		<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>		
Colour coding		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>		
Linen copy	<input type="checkbox"/>		<input type="checkbox"/>									
Pictorial illustration		<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>					
Traffic management plan										<input type="checkbox"/>		
schemes/Plans		<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>

CHAPTER 4: INSTITUTIONAL, FINANCIAL AND IMPLEMENTATION FRAMEWORK

4.1 Institutional Structure and Roles

This section outlines the institutional framework and the specific roles of entities responsible for implementing the Kehancha Integrated Development Plan (IDeP). It identifies the organizational structure, mandates, and interrelationships to ensure effective service delivery, avoid duplication, and achieve the plan's goals within the set timeframe.

4.1.1 County Government of Migori

Under the Constitution of Kenya 2010, the Urban Areas and Cities Act 2011, and other relevant legislation, the Kehancha Municipal Board exercises authority delegated by the County Executive Committee (CEC). The county government structure guides the operationalization of municipal policies, projects, and programmes, ensuring efficiency and clarity of roles.

The Urban Areas and Cities Act 2011 identifies key stakeholders responsible for implementing Kenya's National Urban Development Policy (NUDP), whose objectives include:

- Strengthening governance and urban planning;
- Enhancing urban investments and infrastructure delivery;
- Contributing to poverty reduction, economic growth, and Vision 2030 realization.

Key institutional stakeholders include:

- County Executive Committee (CEC)
- Municipal Board
- County Assembly
- Municipal Board Committees

4.1.2 Migori County Executive Committee

The CEC holds the executive authority of the county, comprising the Governor (Chair), Deputy Governor, County Secretary, and ten CEC Members (CECMs) approved by the County Assembly. The CEC's main functions are:

- Implementation of county and national legislation within the county;
- Management and coordination of county departments;
- Preparation and submission of proposed legislation to the County Assembly;
- Reporting to the County Assembly on county affairs.

The CECM for Lands, Housing, and Urban Development acts as the primary liaison for municipal board affairs, coordinating policies and implementation of development projects under the municipal jurisdiction.

4.1.3 County Assembly of Migori

The County Assembly is the legislative arm, responsible for:

- Making laws supporting county functions under the Fourth Schedule of the Constitution;
- Oversight over the CEC and county organs;
- Approving development plans, policies, budgets, and appropriations;
- Ensuring accountability and transparency in municipal operations.

The County Assembly plays a critical role in approving policies and providing oversight for the Kehancha Municipality’s development agenda.

4.1.4 County Public Service Board

The County Public Service Board (CPSB) is responsible for:

- Establishing and abolishing offices;
- Appointing, confirming, and disciplining public officers;
- Advising on national performance management system implementation;
- Making remuneration recommendations to the Salaries and Remuneration Commission.

4.1.5 Kehancha Municipality Organogram

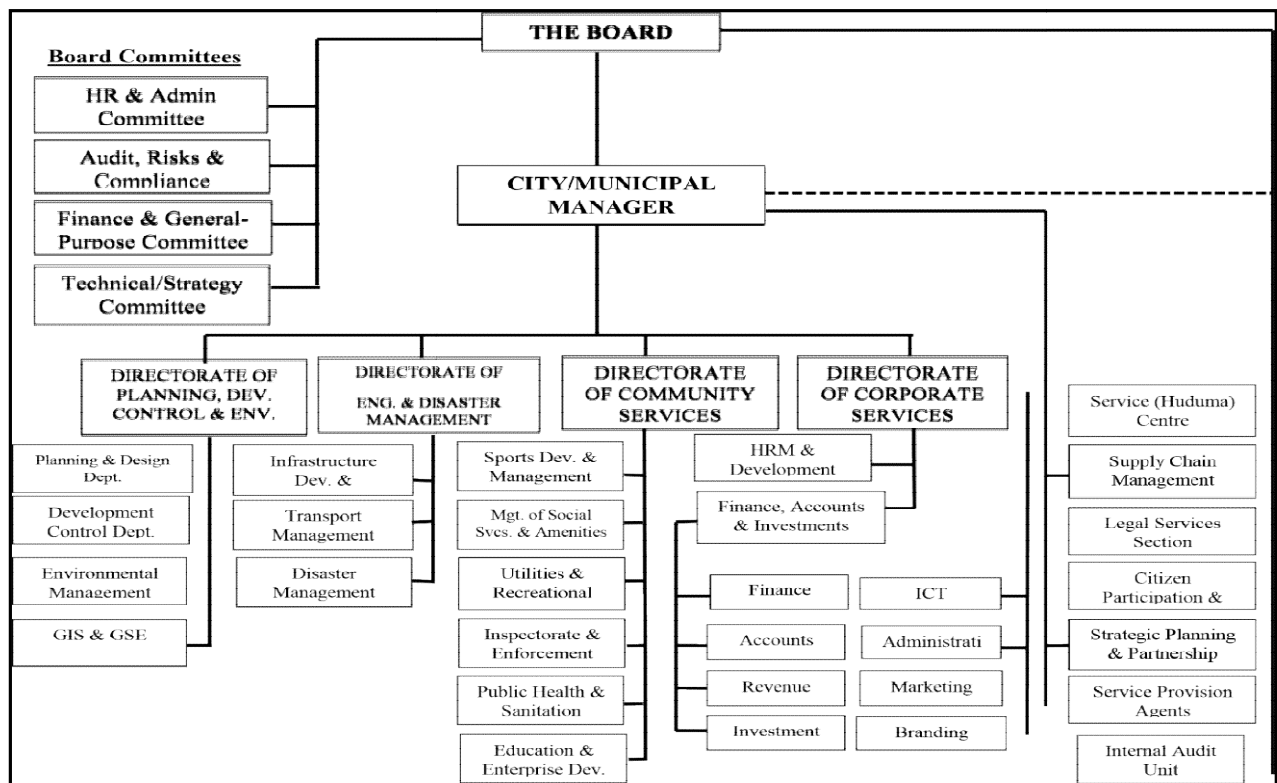


Figure 2:Kehancha Municipality Organogram

The organizational structure of Kehancha Municipality is designed to ensure clear lines of authority, accountability, and functional specialization for efficient service delivery. At the apex is The Board, which provides strategic direction and oversight, supported by specialized Board Committees on HR and Administration, Audit, Risks and Compliance, Finance and General Purpose, and Technical/Strategy, ensuring robust governance and risk management. The City/Municipal Manager reports directly to the Board and is responsible for the day-to-day management of municipal operations.

Reporting to the Municipal Manager are four main Directorates: Planning, Development Control and Environment; Engineering and Disaster Management; Community Services; and Corporate Services. Each directorate is further subdivided into departments focusing on specific functions. For example, the Planning Directorate oversees planning and design, development control, environmental management, and GIS and GSE; the Engineering and Disaster Management Directorate manages infrastructure development, transport, and disaster response; the Community Services Directorate focuses on sports, social services, utilities, public health, education, and enterprise development; while the Corporate Services Directorate handles human resources, finance, ICT, marketing, administration, and investment functions.

Additional units such as the Service (Huduma) Centre, Supply Chain Management, Legal Services, Citizen Participation, and Internal Audit ensure that specialized services, compliance, citizen engagement, and accountability are fully integrated into municipal operations. This hierarchical and functional layout ensures a coordinated approach to policy implementation, resource management, and delivery of municipal services.

4.2 Human Resource Requirements and Capacity Development

The successful implementation of the Kehancha IDeP hinges on having skilled, competent, and motivated human resources across all municipal and departmental levels. To ensure that the Municipality can deliver on its strategic objectives, the following priorities will be emphasized:

- **Recruitment of Qualified Personnel:** Filling critical positions with professionals who possess the necessary technical skills, experience, and expertise to manage and implement municipal programmes effectively.
- **Continuous Professional Development:** Providing ongoing training and development opportunities to enhance staff competencies, keeping them abreast of best practices in governance, planning, and service delivery.
- **Secondments of Experts:** Leveraging expertise from county and national government agencies to address specialized technical needs or gaps in municipal capacity.
- **Capacity Building for Municipal Staff:** Strengthening capabilities in key areas such as strategic planning, budgeting, project management, citizen engagement, monitoring and evaluation, and policy implementation.

The County Public Service Board (CPSB), in collaboration with relevant municipal and departmental units, will oversee the recruitment, deployment, performance management, and professional

development of staff. This partnership ensures that staffing levels, skills, and competencies are aligned with municipal priorities, enabling efficient service delivery and the achievement of IDeP objectives.

4.3 Municipal Revenue Enhancement Strategy

The Municipality will mobilize resources through multiple avenues to ensure sustainable financing of development initiatives.

4.3.1 Sources of Revenue

4.3.1.1 Equitable Share

Revenue is drawn from the constitutionally shared national revenue under Articles 202 and 203. This includes funds from the consolidated fund, as proposed in the Budget Policy Statement, recommended by the CRA, and approved by the National Assembly.

4.3.1.2 Additional Resources

Additional sources include:

- Conditional and unconditional national allocations;
- Own-source revenue via property taxes, entertainment taxes, user fees, and other county-authorized charges;
- Borrowing with national government guarantees and County Assembly approval for development projects;
- Grants and donations from development partners under the Public Finance Management Act (2012) and County Government regulations (2015).

4.3.2 Resource Gap and Mitigation Measures

To bridge funding gaps, the Municipality will:

- Review policies to reduce time and cost of doing business;
- Promote Public-Private Partnerships (PPPs);
- Engage development partners for road maintenance, affordable housing, and solid waste management.

4.3 Municipal Revenue Enhancement Strategy

Kehancha Municipality will pursue a diversified and sustainable revenue mobilization approach to finance its development priorities and ensure the uninterrupted delivery of services. The strategy focuses on maximizing available resources while creating an enabling environment for investment and partnership.

4.3.1 Sources of Revenue

4.3.1.1 Equitable Share

A significant portion of municipal funding will come from the constitutionally shared national revenue, as provided under Articles 202 and 203 of the Constitution. This includes allocations from the Consolidated Fund, which are proposed in the Budget Policy Statement, recommended by the Commission on Revenue Allocation (CRA), and approved by the National Assembly. These funds form the foundation for financing core municipal operations and development initiatives.

4.3.1.2 Additional Resources

In addition to the equitable share, the Municipality will leverage other revenue streams, including:

- **Conditional and Unconditional National Allocations:** Funding earmarked for specific programmes or general development support.
- **Own-Source Revenue:** Locally generated revenue from property taxes, entertainment taxes, user fees, and other charges authorized under county legislation.
- **Borrowing:** Access to loans for development projects, subject to guarantees from the national government and approval by the County Assembly. Borrowing will be applied strictly to capital development initiatives.
- **Grants and Donations:** Support from development partners, including financial and technical assistance, in accordance with the Public Finance Management Act (2012) and County Government Regulations (2015).

4.3.2 Resource Gap and Mitigation Measures

To address potential funding gaps and ensure efficient service delivery, the Municipality will implement the following measures:

- **Policy Reforms:** Review and streamline policies to reduce the time, cost, and procedural barriers for doing business, thereby attracting more investment and revenue.
- **Public-Private Partnerships (PPPs):** Promote partnerships with the private sector to mobilize capital, technical expertise, and management efficiency for priority projects.
- **Development Partner Engagement:** Actively engage donors and development partners to co-finance critical projects, including road infrastructure improvement, construction of affordable housing, and effective solid waste management systems.

This strategic approach ensures that Kehancha Municipality maintains a stable, predictable, and diversified revenue base while leveraging partnerships to maximize development impact.

4.4 Financial Resource Requirements and Financing Plan

The financing plan is designed to ensure that municipal expenditure aligns seamlessly with strategic priorities, promotes efficiency, and supports the achievement of the Kehancha Integrated Development Plan (IDeP) objectives. It establishes a clear link between resource mobilization,

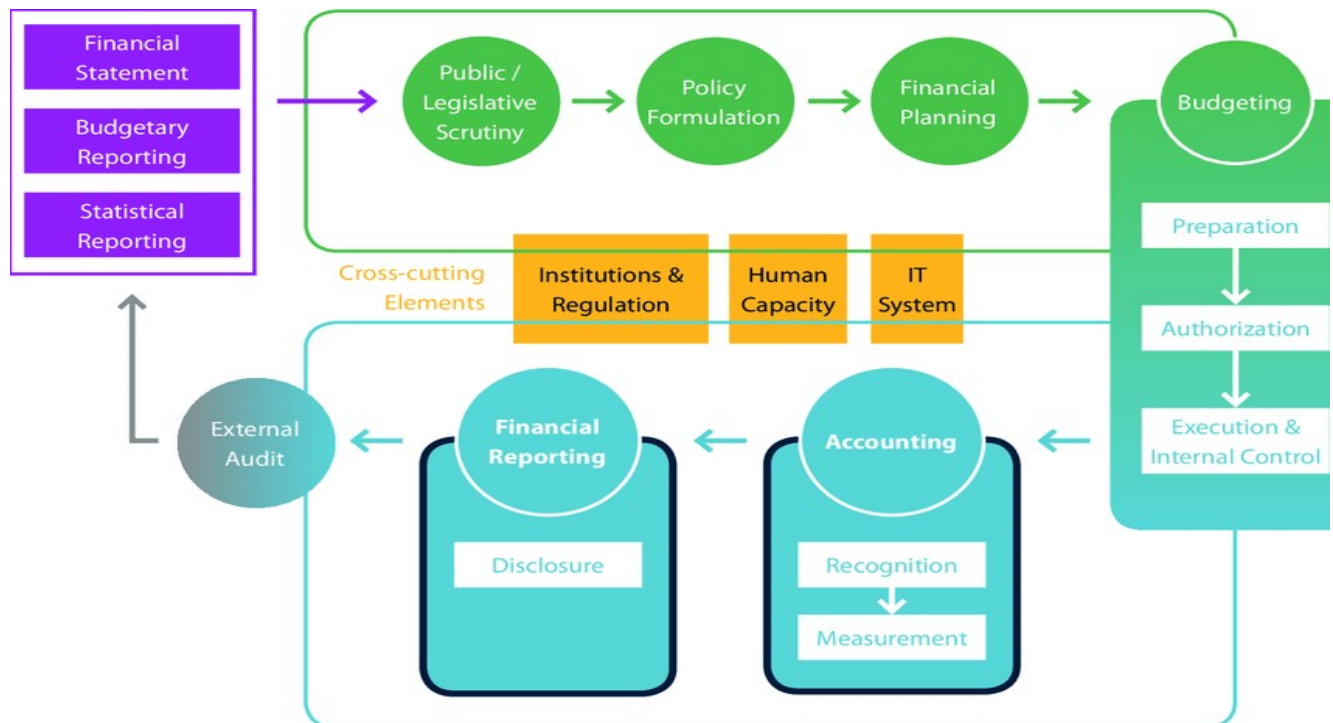
allocation, and the delivery of prioritized programmes and projects, thereby ensuring timely utilization of funds while maintaining accountability and transparency.

Funding under this plan will be directed toward the following key areas:

- **Infrastructure Development:** Investments in roads, drainage, public facilities, and other essential infrastructure to support economic growth, service delivery, and improved living standards.
- **Human Resource Capacity Enhancement:** Recruitment, training, and retention of skilled personnel to ensure that the municipality has the expertise needed to implement projects and maintain high-quality service delivery.
- **Operational and Maintenance Costs:** Day-to-day running expenses of municipal offices and facilities, including utilities, equipment maintenance, and administrative operations to sustain institutional functionality.
- **Community-Based Programmes and Citizen Engagement Initiatives:** Supporting social development programmes, participatory governance structures, and initiatives that empower residents to actively engage in decision-making and monitor municipal projects.

The allocation of resources will follow a structured, transparent framework that links revenue sources to programme and project delivery while incorporating Monitoring and Evaluation (M&E) feedback mechanisms. This ensures that financial resources are not only deployed efficiently but also adjusted based on performance outcomes and emerging municipal priorities.

Figure 15: Municipal Financial Flow Framework



4.5 Public-Private Partnerships and Investment Mobilization

Kehancha Municipality recognizes that sustainable development and efficient service delivery cannot be achieved through public resources alone. Strategic engagement with the private sector is therefore essential to complement municipal capacities, enhance infrastructure, and deliver high-impact programmes.

The Municipality’s PPP and investment mobilization strategy will focus on:

- **Identification of Priority Projects:** Carefully selecting municipal projects and programmes with high potential for private sector participation, including infrastructure, affordable housing, energy solutions, waste management, and community services.
- **Structuring Mutually Beneficial Agreements:** Designing clear contractual arrangements that define roles, responsibilities, risk-sharing, revenue mechanisms, and performance expectations to ensure both public and private sector benefits are maximized.
- **Mobilization of Local and International Investors:** Engaging with banks, corporate investors, development partners, and impact investors to attract capital, expertise, and technology for municipal projects.
- **Compliance with Legal and Regulatory Frameworks:** Ensuring all PPP arrangements adhere to national laws, the Urban Areas and Cities Act 2011, Public Finance Management Act 2012, and other relevant regulations to protect public interest and promote transparency.

The Municipality will also establish a dedicated PPP Coordination Officer to identify investment opportunities, manage project pipelines, and facilitate engagement between the public and private sectors. This unit will monitor project performance and report on progress, ensuring that PPPs contribute meaningfully to municipal growth and citizen welfare.

By leveraging private sector resources, Kehancha Municipality aims to accelerate infrastructure development, enhance service delivery, and create a sustainable platform for long-term socio-economic growth.

4.6 Stakeholder Engagement and Partnership Framework

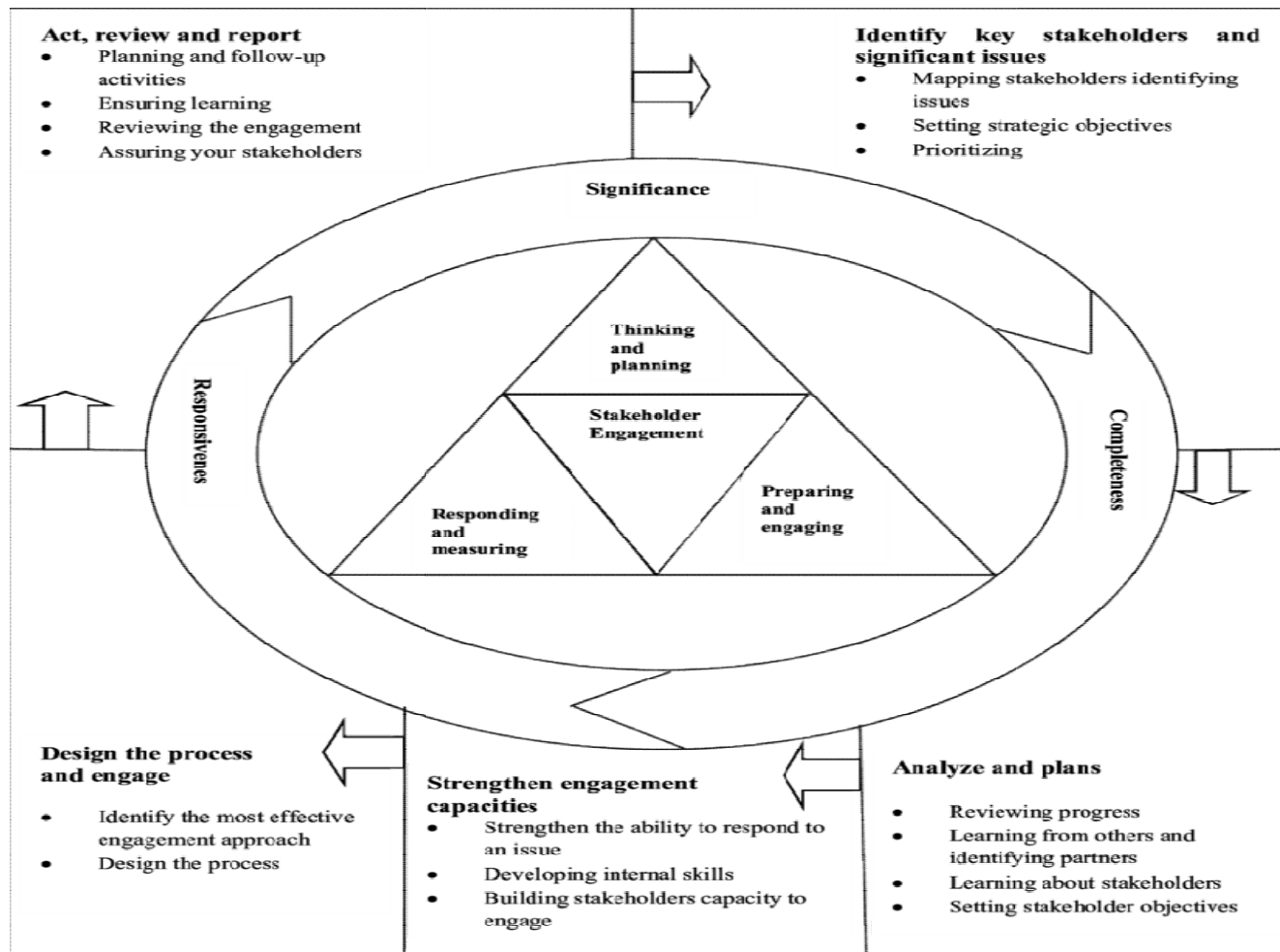
Active participation of all stakeholders is central to achieving the IDeP goals. The Municipality will adopt participatory governance through consultation, collaboration, and citizen empowerment.

Table 4.1: Stakeholders Analysis and Roles

Stakeholders	Roles
County Government	Policy direction, secondments of personnel, provision of offices and equipment, establishment of municipality, appointment of board members and municipal manager, and provision of funds
County Assembly	Legislation, budget approval, vetting board members, oversight of municipal operations
National Government	Policy guidance, financial and technical support, capacity building, legislation to safeguard county interests

Judiciary	Law enforcement, staffing municipal courts
Other County Governments and Municipalities	Collaboration, knowledge exchange, benchmarking
NGOs and Civil Society	Capacity building, support for street and neglected children, promote business and social programs
Private Sector and Financial Institutions	Investment partnerships, capital provision, corporate social responsibility
Development Partners (e.g., World Bank)	Policy liaison, sector program support, capacity building, donor linkages
Education, Governance and Research Institutions	Capacity building, research support
Government Agencies/State Actors	Investment mapping, product development, licensing, credit provision, capacity building

Figure 16: Stakeholder Interaction Framework



4.7 Implementation Phasing and Responsibility Matrix

The implementation of the Kehancha IDeP will follow a phased approach over the planning period. Each phase is designed to build upon the previous one, ensuring a seamless transition from institutional establishment to full-scale service delivery and impact measurement. Clear responsibilities are assigned to lead agencies and supporting partners as illustrated in table 4.2 to promote accountability, minimize duplication, and foster collaboration.

Table 4.2: Implementation Phasing and Responsibility Matrix

Phase	Key Activities	Lead Agency	Supporting Partners	Timeline	Expected Outcomes
Phase 1	Institutional setup, recruitment, capacity building, and staff training	Municipal Board	County Government, CPSB	2024/2025	Fully functional municipal offices with trained personnel ready to implement IDeP activities
Phase 2	Revenue mobilization, budgeting, and financial planning	Municipal Manager	County Treasury, Private Sector	2024 – 2028	Stable and predictable municipal revenue streams; transparent budget allocations aligned to plan priorities
Phase 3	Implementation of infrastructure projects, Public-Private Partnership (PPP) initiatives, and service delivery enhancements	CECM (Infrastructure & Planning)	Private Sector, Development Partners	2024 – 2028	Improved municipal infrastructure, enhanced public services, and strengthened PPP frameworks
Phase 4	Community development programs, citizen engagement, and participatory governance	Municipal Board	NGOs, Civil Society Organizations	Continuous	Active citizen participation, strengthened social cohesion, and inclusive community development
Phase 5	Monitoring and Evaluation (M&E), progress reporting, and policy review	M&E Unit	County Assembly, Development Partners	Continuous	Evidence-based decision-making, timely policy adjustments, and effective plan performance tracking

This phasing and responsibility framework ensures that all stakeholders have clearly defined roles, timelines, and expected deliverables. It establishes a foundation for coordinated action, optimizes resource utilization, and strengthens accountability for achieving the IDeP’s goals and objectives.

CHAPTER 5: MONITORING, EVALUATION, LEARNING AND RISK MANAGEMENT

5.1 Introduction

Effective implementation of the Kehancha IDeP requires a structured system for Monitoring, Evaluation, Learning and Risk Management (MELR) to ensure that planned investments deliver the intended economic, social, environmental and institutional results.

This chapter provides the framework through which the Municipality will:

- Track progress of priority investment programmes and projects;
- Measure performance using clearly defined indicators and targets;
- Generate timely and reliable information for planning, budgeting and decision-making;
- Strengthen transparency, accountability and public participation;
- Identify, assess and mitigate implementation risks; and
- Promote continuous learning and adaptive management.

The MELR framework aligns municipal priorities with:

- County Integrated Development Plan (CIDP);
- Annual Development Plans (ADPs);
- Programme-Based Budgets (PBB);
- Departmental work plans and performance contracts.

The system follows a results-based management approach, linking inputs and activities to outputs, outcomes and long-term impacts.

Figure 17: Results-Based Planning, Monitoring, and Evaluation Framework



5.2 Results Framework and Key Performance Indicators

The Municipality will implement a Results Framework that links Priority Investment Programmes (Chapter 3) to measurable Key Performance Indicators (KPIs). Indicators will be monitored at four levels:

- Input (resources allocated)
- Output (infrastructure/services delivered)
- Outcome (service improvements)
- Impact (economic and social transformation)

Table 5.1: Summary Results Framework for Priority Investment Programmes

Sector	Priority Investments	Key Performance Indicators
Transport and Mobility Improvement	<ul style="list-style-type: none"> • Improvement of Omome–Nyaitara Road (8 km); • Expansion of CBD circulation roads; • Development of NMT infrastructure; • Establishment of Zebra crossings; • Establishment of Road signage; • Upgrading of Kehancha Lorry Park; • Bitumenization of Lebanon–Isebania Junction Road • Bitumenization of Haki na Jasho–Sokoni Road 	<ul style="list-style-type: none"> • Km of roads upgraded; • Travel time reduction; • Operational lorry park; • Number of NMT facilities installed
Economic Infrastructure Improvement	<ul style="list-style-type: none"> • Construction of Modern Municipal Market; • Development of market shades and sanitation; • Establishment of backup power; • Installation of Automated Revenue Collection System 	<ul style="list-style-type: none"> • Increase in municipal own-source revenue; • Number of traders accommodated; • Market occupancy rate
Water, Sanitation and Environmental Management	<ul style="list-style-type: none"> • Expansion of Kehancha Water Supply; • Development of Sewerage Systems; • Establishment of a Modern Solid Waste Management Site; • Improvement of Storm Water Drainage 	<ul style="list-style-type: none"> • % households with access to water; • Waste collection coverage; • Reduction in flooding incidents
Social Infrastructure	<ul style="list-style-type: none"> • Upgrade of Kehancha Level 4 	<ul style="list-style-type: none"> • Increased health service

Enhancement	Hospital; • Rehabilitation of Municipal Multipurpose Hall; • Completion of Kehancha Stadium; • Establishment of ICT Hubs and Libraries	capacity; • Facility utilization rates; • Youth participation in sports/ICT
Urban Development and Housing Improvement	• Enforcement of the Zoning Plan; • Banking of Serviced Land for Investment; • Development of PPP-based Affordable Housing	• Number of housing units developed; • Development compliance rate; • Serviced land acreage

Sector departments will further develop detailed indicators, baselines and annual targets in their work plans.

5.3 Monitoring and Reporting Mechanisms

5.3.1 Institutional Arrangements

- Establishment/strengthening of a Municipal Monitoring and Evaluation Unit;
- Appointment of M&E Focal Person;
- Formation of a Municipal Monitoring, Evaluation and Risk Committee (MMERC);
- Technical linkage with the County M&E Directorate.

5.3.2 Data Collection Methods

- Routine administrative records;
- Field inspections and project supervision;
- Contractor progress reports;
- GIS and digital tracking systems;
- Household and service delivery surveys;
- Citizen feedback platforms and public forums.

5.3.3 Reporting Structure

Table 5.2: Monitoring and Reporting Schedule

Report	Frequency	Responsibility
Project Progress Reports	Monthly	Implementing Departments
Municipal Performance Report	Quarterly	Municipal M&E Unit
Budget Implementation Review	Quarterly	Municipal Manager / County Treasury
Annual Municipal Performance Report	Annually	Municipal Board
Citizen Feedback and Service Report	Annually	M&E Unit

Monitoring information will inform procurement adjustments, budget reallocations and implementation improvements.

5.4 Annual Performance and Public Accountability Framework

The Annual Performance and Public Accountability Framework provides the operational mechanism for translating the Integrated Development Plan into measurable yearly results. It ensures a strong and continuous linkage between planning, resource allocation, implementation performance, and public oversight, thereby strengthening efficiency, transparency, and service delivery outcomes.

Under this framework, municipal priorities will be cascaded into the Annual Development Plan (ADP) and aligned with the Programme-Based Budget (PBB) to ensure that financial resources are directly tied to expected outputs and outcomes. Each implementing department and unit will develop annual work plans and enter into performance contracts that clearly define targets, timelines, and responsibilities.

Performance will be tracked through quarterly financial and physical progress reviews, enabling early identification of implementation bottlenecks and facilitating timely corrective action. The quarterly reviews will assess:

- Budget absorption and expenditure efficiency;
- Achievement of planned outputs and milestones;
- Emerging risks and implementation challenges;
- Required adjustments in resource allocation or work plans.

To strengthen transparency and accountability, the Municipality will institutionalize structured public participation and disclosure mechanisms. Citizens, business communities, civil society organizations, and other stakeholders will be engaged during planning, mid-year reviews, and annual performance reporting forums. Feedback received will inform service improvements and priority adjustments.

At the end of each financial year, the Municipality will prepare and publish a Municipal Annual Performance Report, detailing achievements against targets, financial performance, key challenges, lessons learned, and priority actions for the subsequent year. This will be complemented by internal and external audit processes to ensure compliance with financial management and governance standards

Table 5.3: Annual Accountability Mechanisms

Mechanism	Purpose
Departmental Performance Contracts	Strengthen individual and departmental results accountability
ADP and Budget Reviews	Ensure alignment between resources allocated and results achieved
Quarterly Performance and Financial Reviews	Track progress, identify bottlenecks, and enable corrective action
Public Participation Forums	Promote citizen oversight, transparency, and stakeholder feedback

Annual Municipal Performance Report	Promote citizen oversight, transparency, and stakeholder feedback
Internal and External Audits	Provide financial assurance, compliance monitoring, and governance oversight

This framework will promote a culture of results orientation, fiscal discipline, transparency, and citizen-centered service delivery, ensuring that municipal investments generate measurable and sustainable development outcomes.

5.5 Mid-Term Review and End-Term Evaluation

Periodic evaluations will be undertaken to provide an objective assessment of the implementation and results of the Integrated Development Plan. These evaluations will be conducted independently, where feasible, to enhance credibility and ensure impartial analysis of performance. The purpose is to assess the effectiveness, efficiency, relevance, sustainability, and overall impact of municipal investments and interventions.

The evaluation process will complement routine monitoring by focusing on deeper analysis of outcomes, value for money, institutional performance, and the long-term benefits of implemented projects and programmes.

A Mid-Term Review (MTR) will be conducted midway through the plan period to determine whether implementation is on track and whether the strategic priorities, resource allocations, and implementation approaches remain appropriate in light of emerging challenges, risks, and opportunities. The review will provide evidence-based recommendations for corrective actions, re-prioritization of projects, or reallocation of resources where necessary.

At the end of the plan period, an End-Term Evaluation will be undertaken to assess the overall performance and development impact of the IDeP. This evaluation will examine the extent to which planned outputs and outcomes were achieved, the sustainability of investments, institutional capacity improvements, and the economic and social value generated relative to the resources invested.

In addition, thematic or project-specific evaluations may be conducted periodically for major, high-value, or strategic interventions such as transport infrastructure, water and sanitation systems, market development, or urban housing projects. These evaluations will provide detailed insights into sector performance and inform sector policy and implementation improvements.

Table 5.4: Evaluation Plan

Evaluation Type	Timeline	Objective
Mid-Term Review	2026	Assess implementation progress, identify challenges and risks, and recommend adjustments to priorities, strategies, and resource allocation
End-Term Evaluation	2028	Assess overall performance, development outcomes, sustainability, and value for money of the IDeP

Thematic/Project Evaluations	As required	Provide in-depth assessment of major sectors, flagship projects, or strategic interventions
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Findings from these evaluations will be disseminated to the Municipal Board, County Government, development partners, and the public. The recommendations will inform policy refinement, institutional strengthening, future investment decisions, and the preparation of subsequent development plans, thereby strengthening evidence-based planning and continuous improvement in municipal service delivery.

5.6 Risk Management and Mitigation Plan

The successful implementation of the IDeP requires proactive identification, assessment, and management of potential risks that may affect project delivery, timelines, costs, and overall development outcomes. The Municipality will adopt a structured Risk Management Framework to anticipate potential challenges, minimize disruptions, and enhance resilience in project implementation.

Risk management will be integrated into the planning, budgeting, procurement, and monitoring processes. Each department will be responsible for identifying and reporting sector-specific risks, while the Municipal Monitoring, Evaluation and Risk Committee (MMERC) will provide oversight, coordination, and periodic review of the overall municipal risk profile.

The risk management process will involve:

- Identification and classification of risks;
- Assessment of likelihood and potential impact;
- Development and implementation of mitigation measures;
- Continuous monitoring and reporting;
- Periodic review and updating of risk mitigation strategies.

Special attention will be given to risks affecting high-value infrastructure investments and priority programmes, particularly in transport, water and sanitation, housing, and urban development

Table 5.5: Risk Management Matrix

Risk Category	Key Risks	Mitigation Measures
Financial	Funding gaps, delayed disbursements, cost escalations	Diversify funding sources (PPP, development partners); strengthen revenue mobilization; phased project implementation and cost control measures
Institutional	Limited technical capacity, staff turnover, weak coordination	Continuous staff training; technical assistance and secondments; clear roles and performance management systems
Procurement	Procurement delays, contract disputes, poor contractor	Annual procurement planning; strict adherence to procurement laws; enhanced contract

	performance, cost overruns	management and supervision
Land and Legal	Land acquisition disputes, encroachments, delays in approvals	Early stakeholder engagement; proper due diligence; coordination with the National Land Commission and relevant authorities
Environmental and Social	Climate-related events (flooding, drought), environmental degradation, community resistance	Compliance with Environmental and Social Impact Assessments (ESIA); climate-resilient designs; community engagement and grievance redress mechanisms
Governance	Weak oversight, corruption risks, low transparency and accountability	Strengthened internal controls; regular audits; transparent reporting; adoption of digital systems and citizen oversight mechanisms

To operationalize risk management, the Municipality will maintain a Municipal Risk Register capturing identified risks, risk ratings, responsible officers, and mitigation actions. The Risk Register will be reviewed and updated quarterly by the MMERC and reported to the Municipal Board for decision-making and corrective action where necessary.

This proactive approach will enhance implementation stability, safeguard public resources, and ensure that municipal investments deliver the intended development results despite changing internal and external conditions.

5.7 Learning, Adaptation and Continuous Improvement

To ensure that municipal programs remain effective, relevant, and responsive to emerging challenges, the Municipality will institutionalize learning and adaptive management as a core element of its Monitoring, Evaluation, Learning, and Risk Management (MELR) framework. This approach promotes continuous improvement by integrating lessons learned, evidence-based decision-making, and citizen feedback into the planning, budgeting, and service delivery cycle.

The key strategies for fostering learning and adaptation include:

- **Quarterly performance review and learning sessions** to reflect on departmental and project-level performance, identify bottlenecks, and share best practices across teams.
- **Documentation of lessons learned and best practices** through case studies, learning briefs, and knowledge repositories, ensuring organizational memory and transfer of experience.
- **Integration of citizen feedback** collected through public participation forums, digital platforms, and grievance mechanisms into planning and service delivery processes to enhance responsiveness.
- **Benchmarking and peer learning** with other municipalities and development partners to adopt innovative approaches, improve efficiency, and align with national and international standards.
- **Real-time performance tracking** using digital dashboards and monitoring tools to provide timely data for decision-making and resource allocation.
- **Adaptive reallocation of resources** based on evidence and evaluation findings to prioritize interventions that deliver the highest impact.

Table 5.6: Learning and Adaptation Mechanisms

Mechanism	Application
Quarterly Learning Forums	Cross-departmental reflection on performance and identification of improvement opportunities
After-Action Reviews	Analysis of major project milestones and critical incidents to capture actionable lessons
Knowledge Documentation	Development of case studies, learning briefs, and manuals to institutionalize best practices
Peer Learning Exchanges	Sharing experiences, innovations, and lessons with other municipalities or agencies
Data Dashboards	Real-time performance visualization for informed and timely decision-making

The integration of learning, adaptation, and continuous improvement ensures that the MELR framework is dynamic, responsive, and evidence-driven. By strengthening results tracking, accountability, risk management, and adaptive learning, the Municipality will ensure that priority investments in transport, economic infrastructure, water and sanitation, social services, urban development, and green spaces are efficiently delivered, achieving measurable development outcomes.

This approach will not only enhance service delivery and economic growth but also foster environmental sustainability, climate resilience, and improved urban livability, making Kehancha Municipality a model of effective and adaptive urban governance.

Table 5.7: Kehancha Municipality Projects Implementation Matrix

Transport and Mobility Improvement⁸ Sector					
Project	Timeline	Expected Impact	Key Performance Indicators (KPIs)	Cost (KSh.)	Implementing Actors
Rehabilitation of Omome–Nyaitara Road (8 km)	2024–2025	Reduced transport costs and improved access	<ul style="list-style-type: none"> • Km of road rehabilitated • Travel time reduction (%) 	3M	KMB (Lead), KeRRA, KURA, Development Partners
Expansion and Improvement of Key CBD Circulation Roads	2024–2025	Reduced congestion and improved urban mobility	<ul style="list-style-type: none"> • Km of roads upgraded • Travel time reduction (%) 	60M	KMB (Lead), KeRRA, KURA, Development Partners
Acquisition of Land for Future Kehancha Bypass and CBD Circulation Improvements	2025–2027	Improved mobility and reduced congestion	<ul style="list-style-type: none"> • Acres of land acquired • Alternative route secured (Yes/No) 	25M	KMB (Lead), County Government, NLC
Development of Non-Motorized Transport (NMT) Infrastructure (Walkways, Cycle Lanes, Drainage, Parking)	2025–2028	Safe and inclusive mobility with improved traffic flow and flood control	<ul style="list-style-type: none"> • Km of walkways/cycle lanes developed • # NMT facilities installed 	30M	KMB (Lead), KeRRA, Development Partners, Donors
Installation of Zebra Crossings Near Schools and High-Traffic Areas	2025–2028	Improved pedestrian safety	<ul style="list-style-type: none"> • # zebra crossings installed • % reduction in pedestrian accidents 	3M	KMB (Lead), KeRRA, KURA, Development Partners
Installation of Road Signage at Key Municipal Locations	2024–2028	Enhanced traffic management and safety	<ul style="list-style-type: none"> • # road signs installed • Road user compliance rate (%) 	3M	KMB (Lead), KeRRA, KURA, Development Partners
Upgrading and Operationalization of Kehancha Lorry Park	2024–2027	Improved trade efficiency and increased municipal revenue	<ul style="list-style-type: none"> • Lorry park operational (Yes/No) • Revenue collected (KES) 	60M	KMB (Lead), Private Operators, Development Partners
Bituminization of Lebanon–CDF Office–Mosque–Isebania Junction Road	2025–2027	Improved road standards and enhanced connectivity	<ul style="list-style-type: none"> • Km upgraded • Travel time reduction (%) 	100M	KMB (Lead), KeRRA, KURA, Development Partners

Bituminization of Haki na Jasho–Sokoni Road	2025–2027	Improved road standards and connectivity	<ul style="list-style-type: none"> • Km upgraded • Travel time reduction (%) 	60M	KMB (Lead), KeRRA, KURA, Development Partners
Demarcation and Enforcement of Road Reserves	2024–2028	Prevention of encroachment and safeguarding future expansion	<ul style="list-style-type: none"> • Km of road reserves demarcated • # illegal structures removed 	5M	KMB (Lead), KeRRA, KURA, KeNHA, Development Partners
Economic Infrastructure Improvement Sector					
Project	Timeline	Expected Impact	Key Performance Indicators (KPIs)	Cost (KSh.)	Implementing Actors
Construction of Modern Municipal Market	2026–2027	Increased trade volume , municipal revenue, reduced street vending congestion, employment creation	# traders accommodated; Market occupancy rate; Revenue generated, No. of stalls constructed, No of cleaners, security, market management hired	300M	MCG, KMB, National Govt, County Govt, Private Investors
Development of market shades and sanitation facilities	2026–2027	Improved market environment and hygiene, increased trader productivity	# shades installed; Usage rate; Vendor satisfaction, increased municipal revenue, % reduction in spoiled goods	50M	KMB, County Govt, Private Investors
Installation of floodlights and backup generators in open-air markets	2024–2028	Safety and extended business hours	# lights installed; Operational hours increased	20M	MCG
Rehabilitation of existing municipal markets and construction of Jua-Kali shades	2024–2028	Expanded business opportunities	# traders accommodated; Market utilization rate	70M	KMB, CGM, Development Partners
Establish modern public toilets in markets	2024–2028	Improved hygiene and sanitation	# toilets operational; Usage rate; User satisfaction	30M	NGOs
Water, Sanitation and Environmental Management Sector					
Project	Timeline	Expected Impact	Key Performance Indicators (KPIs)	Cost (KSh.)	Implementing Actors
Development of Kehancha Water Supply	2026–2028	Increased household access to clean water	% households with access to safe water; # new connections	600M	KMB, MCG, MWSC, NGOs

Development of Sewerage Systems and Treatment Works	2027–2028	Improved sanitation and public health	# households connected; Wastewater treated (m ³ /day)	600M	KMB ,MCG, MWSC, NGOs
Establishment of a Modern Solid Waste Management Site	2027–2028	Efficient waste disposal and environmental protection	Waste collection coverage (%); # tons collected & treated	200M	KMB ,MCG, Development Partners, NGOs
Improvement of Storm Water Drainage Systems	2026–2028	Reduced flooding and improved urban resilience	# km drains constructed; Reduction in flood incidents	50M	KMB, MCG, KeRRA, KURA, KeNHA
Development and Operationalization of Solid Waste Transfer Collection Points within the Municipality	2024–2028	Improved waste collection efficiency and optimized waste logistics	<ul style="list-style-type: none"> # transfer points operational # households served 	20M	KMB (Lead), Development Partners, NGOs
Establishment of an Integrated Solid Waste Management System at the Proposed Site	2024–2028	Cleaner environment and reduced public health risks	<ul style="list-style-type: none"> % waste properly managed % waste recycled 	50M	MCG (Lead), Development Partners, NGOs
Installation of Public Waste Bins at Strategic Locations	2024–2028	Improved waste disposal behavior and reduced street litter	<ul style="list-style-type: none"> # dustbins installed Bin utilization rate (%) 	5M	MCG (Lead), Development Partners, NGOs
Municipal Ornamental Tree Planting Program (Streets, Parks, Markets & Public Spaces)	2024–2028	Improved town aesthetics and enhanced environmental quality	<ul style="list-style-type: none"> # ornamental trees planted Tree survival rate (%) 	20M	KMB (Lead), Development Partners, NGOs
Development of a Multi-Functional Municipal Recreational Park	2024–2028	Safe recreational space and strengthened community interaction	<ul style="list-style-type: none"> Area of park developed (Ha) # recreational facilities installed 	20M	KMB (Lead), Development Partners, NGOs
Social Infrastructure Enhancement Sector					
Project	Timeline	Expected Impact	Key Performance Indicators (KPIs)	Cost (KSh.)	Implementing Actors
Rehabilitation of Municipal Multipurpose Hall	2026–2028	Enhanced community engagement and event	Facility utilization rate; # events hosted	50M	MCG, Development Partners

		hosting			
Construction of Kehancha Stadium	2024–2028	Increased youth participation in sports	# sports events hosted; Youth participation rate	150M	MCG, NG, Development Partners
Establishment of ICT Hubs and Libraries	2026–2028	Improved digital literacy and education access	# ICT hubs established; # library users; # training sessions held	40M	MCG, NG, Development Partners
Establishment of Public Wi-Fi Hotspots in Markets, Bus Parks and CBD Areas	2024–2028	Enhanced digital inclusion and support to business and economic growth	<ul style="list-style-type: none"> # hotspot devices installed Coverage area (sq. km) 	10M	KMB (Lead), MCG, NG, Development Partners, PPP
Construction and Operationalization of a Fire Station in Kehancha Town	2024–2028	Improved fire response capacity and enhanced public safety	<ul style="list-style-type: none"> Fire response time (minutes) # incidents responded 	15M	KMB (Lead), MCG, NG, Development Partners, PPP
Expansion and Upgrade of Street Lighting and Floodlights along Major Roads, Centers and PSV Terminals	2024–2028	Enhanced public safety and reduced crime incidence	<ul style="list-style-type: none"> # streetlights and floodlights installed % reduction in reported crime in lit areas 	100M	MCG (Lead), NG, Development Partners, PPP
Mapping of Municipal Revenue Streams and Implementation of Digital Revenue Collection System	2024–2028	Improved municipal revenue mobilization, efficiency, and accountability	<ul style="list-style-type: none"> # revenue streams mapped Revenue collection efficiency (%) 	5M	MCG (Lead), NG, Development Partners, PPP
Acquisition and Development of a 5-Acre Public Cemetery	2024–2028	Adequate burial space and improved urban land-use planning	<ul style="list-style-type: none"> 5 acres of land acquired Cemetery operational (Yes/No) 	20M	MCG (Lead), NG, Development Partners, PPP
Urban Development and Housing Improvement Sector					
Priority Investment / Key Project	Timeline	Expected Impact	Key Performance Indicators (KPIs)	Cost (KSh.)	Implementing Actors
Enforcement and Operationalization of the Municipal Zoning Plan	2024–2028	Regulated land use and orderly urban growth	<ul style="list-style-type: none"> % developments compliant with zoning plan # zoning violations addressed 	5M	KMB (Lead), MCG, County Government, NLC
Land Banking and Servicing for Strategic Investment Promotion	2024–2028	Increased investment opportunities and enhanced municipal	<ul style="list-style-type: none"> Acres of serviced land banked # investors facilitated 	30M	KMB (Lead), MCG, Private Investors, PPPs, Donors

		revenue generation			
Development of PPP-Based Affordable Housing Units	2026–2028	Increased access to affordable housing and improved urban livability	<ul style="list-style-type: none"> • # housing units developed • Occupancy rate (%) 	200M	KMB (Lead), MCG, Private Investors, PPPs, Donors
Construction of Affordable Housing Units for Residents and Public Officers	2023–2028	Reduced housing deficit and improved living conditions	<ul style="list-style-type: none"> • # housing units constructed • Occupancy rate (%) 	200M	MCG (Lead), Private Investors, PPPs, Donors

The successful realization of Kehancha Municipality’s Integrated Development Plan hinges on a robust Monitoring, Evaluation, Learning, and Risk Management (MELR) framework, which ensures that municipal investments across all sectors deliver the intended economic, social, and environmental outcomes. By linking resources, activities, outputs, and long-term impacts, the MELR system will enable evidence-based planning, transparent decision-making, and adaptive management.

Through the MELR framework, the Municipality will track the performance of Transport and Mobility Improvement, Economic Infrastructure, Water, Sanitation and Environmental Management, Social Infrastructure Enhancement, and Urban Development and Housing Improvement projects. Key performance indicators will be monitored at input, output, outcome, and impact levels, providing timely insights on project progress, service delivery improvements, and overall development impact. Routine reporting, digital dashboards, citizen feedback mechanisms, and quarterly and annual performance reviews will strengthen accountability, public participation, and transparency.

Risk management is central to safeguarding investments and achieving sustainable results. By proactively identifying and mitigating financial, institutional, procurement, land, environmental, social, and governance risks, the Municipality ensures resilience against potential implementation disruptions. The Municipal Monitoring, Evaluation, and Risk Committee (MMERC) will coordinate risk oversight, maintaining a dynamic risk register and ensuring timely corrective actions.

Institutionalized learning and adaptive management will promote continuous improvement, enabling the Municipality to respond to emerging challenges and leverage lessons learned from ongoing implementation. Mechanisms such as quarterly learning forums, after-action reviews, knowledge documentation, peer learning exchanges, and real-time performance tracking will ensure that decision-making remains evidence-driven and responsive.

Overall, this integrated approach ensures that municipal investments not only achieve measurable outputs—such as upgraded roads, modern markets, enhanced water and sanitation systems, improved social services, and affordable housing—but also generate lasting economic, social, and environmental benefits for the residents of Kehancha. By embedding MELR practices into governance, planning, and service delivery, Kehancha Municipality sets a model for effective, accountable, and adaptive urban development.