



DEPARTMENT OF FINANCE AND ECONOMIC PLANNING

**MIGORI COUNTY REVENUE MOBILIZATION STRATEGY
(2023-2027)**

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Abbreviations and Acronyms

ADP	-	Annual Development Plan
AMS	-	Agriculture Mechanization Services
CBEF	-	County Budget Economic Forum
CECM	-	County Executive Committee Member
CFSP	-	County Fiscal Strategy Paper
CIDP	-	County Integrated Development Plan
CoB	-	Controller of Budget
CoG	-	Council of Governor
CoK	-	Constitution of Kenya
CRA	-	Commission on Revenue Allocation
GoK	-	Government of Kenya
KSRA	-	Kenya School of Revenue Administration
KRA	-	Kenya Revenue Authority
OAG	-	Office of Auditor General
OSR	-	Own Sources Revenue
PFMA	-	Public Finance Management Act
SBP	-	Single Business Permit
NA	-	National Treasury

Executive Summary

This document is organized in six chapters, Chapter one highlights the establishment of the county governments and the powers to collect revenues as vested in constitution of Kenya 2010. The chapter further highlights the legal framework for collection of own source revenue in addition to county revenue potential as projected by Commission on Revenue Allocation compared to current collections. The chapter sets the basis for effective own revenue mobilization.

Chapter two covers situational analysis in terms of legal framework, institutional and administrative arrangements, coordination and oversight mechanisms in addition to revenue performance analysis, reporting and forecasting, challenges to revenue accounts and records management, automation and integration of systems, current revenue collections and administrative status, and finally, internal control and audit mechanisms.

Chapter three is about rationale and objectives of the strategy. In details, the chapter covers strategic focus areas and key interventions. The strategic focus areas include revenue automation and digitization, revenue base expansion and diversification, compliance, enforcement and policy reforms, governance, transparency, and accountability, capacity development and institutional strengthening, stakeholder engagement and public awareness, and lastly data management and performance monitoring.

Chapter four is about the implantation framework for the strategy. In details, institutional arrangements, resource mobilization, implementation timeline, risk management and mitigation, and in conclusion, coordination and reporting mechanism.

Chapter five highlights the monitoring, evaluation, and reporting framework. The chapter delve into objectives of monitoring and evaluation, performance indicators, monitoring mechanism, evaluation approach, reporting framework, and finally, feedback and learning mechanism. Chapter six is on conclusions and way forward.

CHAPTER ONE INTRODUCTION

1.1 Background

The Constitution of Kenya 2010 established devolved units of governance and envisaged the ability of County governments to manage their affairs effectively and to further their development (CoK 2010, Art.174 d). Additionally, Article 209 of the Constitution gives County governments powers to impose property rates, entertainment taxes and any other charges for the services they provide.

In Migori County, Own Source Revenues (OSR) are governed by the both National and County Legislations. i.e., the County Government Act 2012, the Public Finance Management Act 2012 and Migori County Revenue Administration Act 2021. According to Commission of Revenue Allocation (CRA) report (2020), the Migori County own sources revenue has a potential of Ksh 3.7B, whereas in FY 2022/2023, the county collected only Ksh 0.5B. This calls for practical strategies to bridge the gap between the potential and the actual collection.

Effective own sources revenue mobilization ensures financial independence of the county governments. Proper OSR management will enable the county government of Migori to finance a significant portion of its budget. The management includes enabling legal framework and availability of adequate resources for revenue administration and enforcement.

1.2 Migori County

Migori county is one of Kenya's forty-seven counties, established under Articles 185 (2) and 186 (1) of the Kenyan Constitution (2010) with administrative headquarters in Migori town. The county has forty wards and eight constituencies. Located between 1° 24' South and 34° 50' East, and spanning 2,596.5 square kilometers, with approximately 523.32 square kilometers of water surface.

The county is located in south-west Kenya bordering the counties of Homa Bay, Kisii and Narok. It also borders Tanzania and Lake Victoria. Migori County has eight sub-counties (Kuria East, Kuria West, Suna West, Suna East, Uriri, Nyatike, Awendo and Rongo) with four Municipalities (Rongo, Awendo, Migori and Kehancha). Economic activities include, commercial farming, fishing, artisan mining, wholesale, retail, and logistics. Its many fast growing urban and trading centers also provide significant commercial activities with huge potential for future rapid growth. Its location as a border county also provides great potential for cross border commercial activities.

1.3 Strategic Objectives

To realize revenue mobilization strategic goals, the following are the strategic objectives;

- a) Map and regularize all county revenue streams.

- b) Digitize all revenue processes and payment systems.
- c) Improve taxpayer compliance and service delivery.
- d) Diversify and expand revenue sources through innovation and partnerships
- e) Enhance transparency, accountability, and anti-leakage controls.
- f) Increase OSR by at least 25 % annually.

1.4 Rationale for Revenue Mobilization

Own source revenue mobilization: -

- a) Will enhance the quality of services delivered.
- b) Is a critical supplement that enhances fiscal autonomy, strengthens accountability, and promotes innovation in service delivery.

1.4.1 Challenges in revenue mobilization.

Migori County faces the following challenges during revenue mobilization: -

- a) Weak legislative frameworks governing revenue administration
- b) Inadequate Institutional frameworks governing revenue administration
- c) Inadequate automation and use of technology in collection systems,
- d) Limited taxpayer awareness and compliance,
- e) Leakage of potential revenues due to inefficiencies and corruption
- f) Insufficient capacity for monitoring and enforcement.

To overcome the challenges, Migori County government intend to: -

- a) Review and harmonize revenue-related by-laws and policies (e.g., Finance Acts, valuation rolls) to align with national laws and best practices, removing overlaps and clarifying mandates. Strengthen Compliance, Enforcement, and Policy Reforms.
- b) Strengthen coordination between the Revenue Board and other departments involved in revenue collection, and provide adequate logistical support and working tools to field officers. Embark on Capacity Development and Institutional Strengthening.
- c) Upgrade and integrate the County Integrated Financial Operations Management System (CIFOMS) with all payment platforms (like M-Pesa) and implement real-time monitoring dashboards. Complete Revenue Automation and Digitization.
- d) Conduct county-wide taxpayer education and awareness campaigns, establish regular consultative forums, and create feedback and grievance redress mechanisms for taxpayers. Conduct Stakeholder Engagement and Public Awareness.
- e) Implement comprehensive internal controls and audit trails within all revenue systems, conduct regular internal and external audits, and establish an independent Revenue Enforcement Unit. Promote good Governance, Transparency, and Accountability
- f) Conduct continuous professional training on revenue administration, ICT, and customer service, and introduce performance-based management systems and

incentives for revenue staff. Prioritize Capacity Development and Institutional Strengthening.

1.5 Purpose of the Revenue Mobilization Strategy

This Revenue Mobilization Strategy provides a structured and coordinated roadmap for enhancing Migori County's capacity to raise, manage, and account for its own revenues over the next four fiscal years (2023–2027). The Strategy seeks to:

- a) Strengthen the legal and institutional frameworks for OSR administration;
- b) Modernize collection systems through full digitization;
- c) Map and maximize all existing and potential revenue sources;
- d) Foster voluntary compliance through public engagement and taxpayer services;
- e) Promote fiscal discipline and transparency in the management of public funds.

The implementation of this Strategy is expected to significantly increase Migori County's locally generated revenues, reduce overreliance on intergovernmental transfers, and ensure sustainable funding for development priorities identified in the County Integrated Development Plan (CIDP) and Annual Development Plans (ADPs). It also aligns with the objectives of the National Medium-Term Revenue Strategy and the Commission on Revenue Allocation (CRA) Framework on Own Source Revenue Enhancement.

CHAPTER TWO SITUATIONAL ANALYSIS

2.1 Legal Framework

2.1.1 Constitution of Kenya (2010)

Article 209 of the Constitution empowers County Governments to impose: Property rates, Entertainment taxes, and Charges for services they provide, often referred to as user fees, which are intended as compensation approximating the cost of benefits or services rendered by the County.

In addition, Article 202(2) and Article 203 of the Constitution outline equitable sharing of national revenue and establish the basis for counties to access resources commensurate with their functions and service delivery obligations.

2.1.2 National Statutes

The Public Finance Management (PFM) Act, 2012, particularly Sections 109, 157, and 160, provides the regulatory framework for revenue collection, accounting, and reporting. It designates the County Receiver of Revenue as the official responsible for receiving, collecting, and accounting for all County revenues.

2.1.3 National Policy on Enhancement of County Own Source Revenue (2019)

The National Policy on Enhancement of County Own Source Revenue (2019) underscores the need for standardization and coordination in revenue mobilization across all counties. It recommends that counties: -

- a) Identify and classify all revenue sources
- b) Develop and apply standardized templates for revenue registers,
- c) Segment revenue sources to facilitate targeted management, and
- d) Optimize collection through policy, technology, and administrative reforms.

Migori County aligns its Revenue Mobilization Strategy with this national policy by implementing structured reforms to strengthen legal frameworks, revenue mapping, and the automation of collection processes. The County Treasury is committed to adopting national best practices while contextualizing them to the county's unique economic and social realities.

2.1.4 County Legislative Framework

Migori County revenue administration landscape is governed by both county and national legislations for effective revenue administration. They include: -

- a) Migori County Finance Acts, which prescribe rates, fees, and charges;
- b) Migori County Trade Markets Act, governing business operations;
- c) Migori County Revenue Administrative Act, 2023;
- d) Migori County Trade Licensing Act, 2016;
- e) National Acts such as Weights and Measures Act Cap 513, and Public Health Act Cap 242 and 254,
- f) Migori County Health Services Act, 2019;
- g) Migori County Transport and Safety Act, 2020;
- h) Migori County Alcoholic Drinks Control Act, 2016;

- i) Migori County Sand Harvesting Act, 2020;
- j) Migori County Fisheries and Aquaculture Act, 2016
- k) Facility Improvement Fund Act, 2023

Moving forward, Migori County intends to review, harmonize, and consolidate its revenue-related laws to remove overlaps, clarify administrative mandates, and strengthen compliance mechanisms.

2.2 Institutional and Administrative Arrangements

2.2.1 Migori County Revenue Board

Currently, Migori County Revenue Board, a semi-autonomous entity domiciled in the Department of Finance and Economic Planning is responsible for the collection, recording, accounting, and reporting of all county revenues. Director of the Revenue Board is the designated revenue receiver pursuant to Section 157 (1) of the PFM Act (2012). This office oversees revenue operations, including supervision, monitoring, and reconciliation of collections across departments.

2.2.2 Sub-County Revenue Officer

For efficiency, the revenue administration system in Migori County is devolved up to the ward level. Each Sub-County Revenue Officer coordinates revenue collection within their areas of jurisdiction. The officers manage multiple ward-level collection points, ensuring that manual and cashless payment systems, record-keeping, and reporting standards are maintained consistently.

2.2.3 Synergies

The Revenue board works in close collaboration with: -

- a) County Treasury, for consultation and reporting;
- b) Internal Audit, for oversight and compliance verifications;
- c) ICT Department, for system automation and data management; and
- d) Departmental revenue units (Trade, Tourism, Lands, Agriculture, Health etc.), for sector-specific revenue streams.

2.3 Coordination and Oversight Mechanisms

Revenue performance is monitored through regular reporting and evaluation mechanisms including: -

- a) Monthly revenue performance reviews
- b) Quarterly performance reports submitted
- c) Annual financial reports

These institutional arrangements collectively ensure that Migori County's revenue system is governed by clear lines of accountability, transparent processes, and enhanced efficiency which are key prerequisites for achieving sustainable fiscal independence and improved service delivery.

2.4 Revenue Performance Analysis, Reporting and Forecasting

Undertaking revenue analysis and forecasting is a critical practice for effective revenue administration, enforcement, and planning. It ensures that the county treasury and the board can make data-driven decisions, identify underperforming revenue streams, and implement timely corrective measures.

2.4.1 Revenue Performance Analysis

Revenue performance analysis involves continuous monitoring, comparison, and evaluation of actual revenue collected against set targets and historical trends. This enables the board to: -

- a) Identify high-performing and underperforming revenue streams;
- b) Assess seasonality patterns that affect collection trends (e.g., livestock markets, tourism activities);
- c) Evaluate the impact of enforcement efforts or policy changes on overall revenue performance; and
- d) Strengthen accountability by ensuring that revenue officers report collections accurately and promptly.

Performance analysis should be undertaken daily, weekly, monthly, and quarterly, using automated revenue dashboards and integrated financial management systems. The findings should be reviewed by the County Executive Committee Member (CECM) for Finance and shared with the County Executive Committee and County Assembly to enhance transparency and fiscal discipline.

2.4.2 Revenue Reporting

Accurate and timely reporting is essential for transparency and accountability in revenue management. The Board shall prepare monthly, quarterly, and annual revenue reports in line with the Public Finance Management Act (PFMA), 2012

These reports shall include:

- a) Revenue collected per source / revenue stream and sub-County;
- b) Variance analysis between targets and actual collections;
- c) Reasons for deviations;
- d) Proposed corrective measures; and
- e) A summary of enforcement and compliance activities.

These reports should also inform the Quarterly Budget Implementation Reports (QBIR) submitted to the Controller of Budget and shared with the County Assembly.

2.4.3 Revenue Forecasting

Revenue forecasting is the process of projecting future revenues based on historical trends, economic indicators, and expected policy changes. It enables the County Treasury to: -

- a) Set realistic and achievable annual revenue targets;
- b) Plan for fiscal sustainability; and
- c) Inform the budget-making process under the PFMA framework.

To enhance accuracy, the County Government of Migori shall adopt evidence-based forecasting models, including:

- a) Trend analysis (using 3–5 years of historical data);
- b) Elasticity models (linking growth in revenue to growth in the local economy);
- c) Scenario analysis (pessimistic, realistic, and optimistic revenue projections); and
- d) Regression models (for key sources such as property tax, SBP and cess).

The forecasting process should be conducted annually during the preparation of the County Fiscal Strategy Paper (CFSP) and updated mid-year through the Budget Review. Revenue collection is through **cash transactions** and **mobile money (M-Pesa) payments**, with different pay bill numbers assigned to various OSR streams. Reconciliation of M-Pesa and bank records is performed periodically to verify the accuracy of collections and ensure accountability for all payments received. The Revenue Board maintains designated officers responsible for managing and reconciling stored cash receipts and related accounting documents.

2.5. Challenges to Revenue Accounts and Records Management

Key challenges affecting effective revenue accounts and records management include:

- a) Fragmented data storage systems (manual and digital);
- b) Limited integration between M-Pesa and bank reconciliation systems;
- c) Delays in updating payer records and generating accurate reports; and
- d) Weak internal controls around record verification and audit trails.

2.6 Automation and Integration of Systems

These are technologies and digital platforms that enable machines and systems to perform tasks with minimal human intervention. The county has adopted automation to enhance operational efficiency, reduces errors, strengthens accountability, and ensures transparency in service delivery. Mobile money platforms, especially M-Pesa Pay Bill services, are in use for various revenue streams such as parking fees, Land rates and rent, and market entry charges.

Despite these initiatives, system integration across departments and between the County Treasury, banks, and field revenue units remains limited. Manual processes are still used for reconciliation, reporting, and updating of records, which increases the risk of errors and delays.

2.7 Current Revenue Collection and Administration Status

The County Government of Migori has adopted several automated platforms to enhance Own Source Revenue (OSR) collection. The current trends in revenue collection, for the last four years, are shown below

Figure 1: Revenue performance for various years

Figure 1: Revenue performance for various years

Financial Year	Annual Targeted Revenue	Actual Revenue
2021/2022	350,000,000.00	386,872,945.00
2022/2023	600,000,000.00	406,364,909.00
2023/2024	625,474,299.00	512,566,310.00

2.8 Internal Control and Audit Mechanisms

Effective internal control and audit mechanisms are essential components of a sound revenue management framework. The county has put in place internal controls and audit mechanisms to ensure that revenue collection, recording, and reporting processes are transparent, compliant with laws and regulations, and free from irregularities.

2.8.1 Role of Internal Audit in Revenue Administration

The primary duty of the internal audit unit is to provide independent, objective assurance and advisory services to the management.

a) Assurance Services: Strengthening Controls and Compliance

Assurance services focus on providing confirmation that controls are working and regulations are being followed. This includes: -

- i. Evaluating Internal Controls.
- ii. Compliance Monitoring.
- iii. Validating Revenue Data Reliability.

b) Advisory Services: Promoting Value and Efficiency

Advisory services are aimed at helping management improve processes and achieve strategic objectives. This includes: -

- i. Risk Assessment and Mitigation.
- ii. Process Improvement (Value for Money).
- iii. System and Technology Review.

c) Enhancing Accountability and Transparency

By fulfilling these roles, internal audit acts as a crucial corporate governance pillar, ultimately achieving the goals of accountability, transparency, and efficiency in the collection and utilization of public resources:

- i. **Accountability:** By reporting to the County Audit Committee and the County Executive Committee Member (CECM) for Finance, internal audit holds the Revenue Authority and associated departments accountable for revenue performance and compliance.
- ii. **Transparency:** The audit process ensures that revenue figures and performance reports are based on verified, reliable data, contributing to public trust and supporting effective oversight by the County Assembly.

- iii. **Informing Management:** Audit reports highlight **findings, control weaknesses, and recommendations**, which guide management in making data-driven decisions to resolve issues and improve collection efforts. The follow-up audit process ensures these recommendations are implemented effectively.

d) Internal Control Framework

Internal control is an integrated process of policies, procedures, and actions continuously undertaken by the County leadership and staff to ensure:

- i. Achievement of revenue and service delivery objectives;
- ii. Reliability and accuracy of financial reporting;
- iii. Compliance with relevant laws, regulations, and county policies; and
- iv. Safeguarding of public resources from misuse, fraud, or loss.

Internal control mechanisms in Migori County's revenue administration include:

- i. Segregation of duties among officers involved in collection, recording, and reporting;
- ii. Daily reconciliation of M-Pesa, Cash, and bank deposits;
- iii. Authorization and approval procedures for key financial transactions;
- iv. System access controls within CIFOMS and other automated platforms; and
- v. Periodic audits and spot checks by the internal audit unit.

e) Risk Assessment and Audit Focus

The Internal Audit Unit uses a risk matrix as part of its audit planning tool. This risk assessment identifies areas of potential vulnerability in revenue administration and prioritizes

f) Audit Reporting and Follow-up

The internal audit unit prepares quarterly and annual audit reports on revenue administration. These reports highlight findings, control weaknesses, and recommendations for corrective action. Copies of these reports are submitted to:

- a) County Audit committee.
- b) The County Executive Committee Member (CECM) for Finance
- c) The Chief Officer, Finance, and
- d) Director Revenue Authority.

Follow-up audits are conducted to confirm implementation of recommendations, and unresolved issues are escalated to the County Audit Committee for policy direction.

CHAPTER THREE STRATEGY RATIONALE AND OBJECTIVES

3.1 Rationale

The formulation of the Migori County Revenue Mobilization Strategy 2023-2027 is guided by the need to strengthen the County's fiscal capacity, enhance service delivery, and reduce overreliance on transfers from the National Government. In recent years, Migori County has experienced improvement in revenue growth even though there have been shortfalls in meeting revenue targets arising from weak enforcement mechanisms, partial automation, lack of valuation roll and incomplete mapping of revenue sources, low compliance levels, and leakages in the collection process.

This strategy provides a comprehensive framework for addressing these challenges by introducing modern, transparent, and efficient revenue administration systems. It seeks to optimize the potential of existing revenue streams while exploring new sources to expand the county's fiscal space.

The strategy is anchored on key policy documents and legal frameworks, including the County Integrated Development Plan (CIDP) 2023–2027, the Annual Development Plan (ADP), the County Fiscal Strategy Paper (CFSP), and the Public Finance Management (PFM) Act, 2012. It also aligns with the National Treasury's Medium-Term Revenue Strategy (MTRS) and the Kenya Revenue Authority's Digital Revenue Mobilization Framework, ensuring consistency with national fiscal policies.

Ultimately, this strategy aims to create a sustainable revenue ecosystem that promotes accountability, efficiency, and equity in revenue collection and utilization within Migori County.

3.2 Objectives

The overall/main objective of the Migori County Revenue Mobilization Strategy is to enhance the County's capacity to generate adequate, reliable, and sustainable own-source revenue to support effective service delivery and development priorities.

The specific objectives are: - to

- a) Enhance efficiency in revenue collection through full automation, integration of systems, and improved data management.
- b) Expand and diversify the revenue base by identifying, valuing, and tapping into new and underutilized revenue sources.
- c) Strengthen compliance and enforcement mechanisms to minimize leakages and improve revenue realization.
- d) Improve governance, transparency, and accountability in revenue administration through effective internal controls and regular audits.
- e) Build institutional and human capacity of revenue staff through continuous training, performance management, and resource support.
- f) Review and harmonize the legal and policy framework governing revenue administration to ensure fairness and alignment with national laws.
- g) Promote stakeholder participation and taxpayer education to foster voluntary compliance and public trust in the county's revenue system.

3.3 Strategic Focus Areas and Interventions

To achieve the objectives of this strategy, the Migori County Government will implement targeted interventions across key strategic areas aimed at enhancing efficiency, compliance, and sustainability in revenue mobilization. These focus areas are aligned with the County Integrated Development Plan (CIDP), the Annual Development Plan (ADP), and national fiscal reforms.

1. Revenue Automation and Digitization

Objective: To enhance efficiency, transparency, and accountability in revenue collection.

Key Interventions:

- a) Upgrade and integrate Migori County Integrated Financial Operations Management System (CIFOMS) with payment platforms such as M-Pesa.
- b) Implement real-time monitoring dashboards for revenue reporting and analytics.
- c) Develop and maintain a comprehensive database of all revenue sources, clients, and payments.
- d) Establish electronic receipting and reconciliation processes to reduce cash handling.

2. Revenue Base Expansion and Diversification

Objective: To identify and exploit new and underutilized revenue sources to enhance the County's fiscal space.

Key Interventions:

- a) Conduct a detailed revenue mapping and valuation exercise for all sub-counties.
- b) Introduce new revenue streams such as establishment of county courts
- c) Review fees and charges schedules to reflect current market values and inflation trends.
- d) Promote public-private partnerships (PPPs) to enhance revenue-generating infrastructure such as markets, slaughterhouses, and parking spaces.

3. Compliance, Enforcement, and Policy Reforms.

Objective: To strengthen revenue administration through effective enforcement and supportive legal frameworks.

Key Interventions:

- a) Review and harmonize revenue-related by-laws and policies to align with national laws and best practices.
- b) Establish a Revenue Enforcement Unit to enhance compliance monitoring and recovery of arrears.
- c) Introduce taxpayer identification systems and compliance tracking mechanisms. Institute penalties and incentives to encourage voluntary compliance.

4. Governance, Transparency, and Accountability

Objective: To promote integrity and trust in revenue administration.

Key Interventions:

- a) Implement internal controls and audit trails within all revenue systems.
- b) Conduct regular internal and external audits of revenue operations.

- c) Adopt transparent reporting mechanisms for all revenue collections.
- d) Strengthen oversight roles of the County Assembly and Audit Committees in monitoring revenue performance.

5. Capacity Development and Institutional Strengthening

Objective: To enhance the competence, motivation, and productivity of revenue staff.

Key Interventions:

- a) Conduct continuous professional training on revenue administration, ICT, and customer service.
- b) Provide adequate logistical support and working tools to field officers.
- c) Introduce performance-based management systems and incentives.
- d) Strengthen coordination between the Revenue Authority and other departments involved in revenue collection.

6. Stakeholder Engagement and Public Awareness

Objective: To promote a culture of tax compliance and partnership in revenue mobilization.

Key Interventions:

- a) Conduct county-wide taxpayer education and awareness campaigns.
- b) Establish regular consultative forums with business associations, community leaders, and national agencies.
- c) Create feedback and grievance redress mechanisms for taxpayers.
- d) Enhance communication and visibility of the county's revenue initiatives through media and community outreach.

7. Data Management and Performance Monitoring

Objective: To ensure evidence-based planning, decision-making, and performance tracking.

Key Interventions:

- a) Establish a centralized revenue database and data analytics system.
- b) Develop and implement key performance indicators (KPIs) for revenue units.
- c) Conduct periodic revenue performance reviews and publish quarterly reports.
- d) Use data analytics to identify high-potential areas and monitor collection trends.

CHAPTER FOUR IMPLEMENTATION FRAMEWORK

4.1 Overview

The successful implementation of the Migori County Revenue Mobilization Strategy will depend on effective coordination, clear roles and responsibilities, adequate resourcing, and continuous monitoring. The implementation framework provides the institutional and operational arrangements necessary to ensure that the proposed interventions are executed efficiently and within the planned timeframe.

Revenue Authority, under the County Treasury, will take the lead in coordinating the implementation process, supported by other departments, sub-county revenue offices, and relevant stakeholders. Implementation will be phased over the 2023/2024 period in alignment with the County Annual Development Plan and the budget cycle.

4.2 Institutional Arrangements

a) Revenue Authority

- a) Lead in implementing all revenue mobilization activities and reforms.
- b) Coordinate automation, enforcement, and data management initiatives.
- c) Prepare revenue performance reports and submit to the County Treasury and County Executive Committee.

Supervise sub-county and ward-level revenue collection teams.

b) County Treasury

- a) Provide overall policy direction and budgetary support for implementation.
- b) Integrate revenue targets and priorities into the County Fiscal Strategy Paper (CFSP) and budget.
- c) Monitor revenue performance and ensure compliance with the PFM Act, 2012.

c) County Executive Committee (CEC)

- a) Approve key policy decisions, reforms, and resource allocations related to revenue mobilization.
- b) Facilitate inter-departmental collaboration in implementing revenue enhancement programs.

d) County Assembly

- a) Review and approve legal and policy instruments related to revenue.
- b) Exercise oversight on revenue performance, accountability, and expenditure.

d) Internal Audit and Controller of Budget

- a) Conduct periodic audits of revenue systems, enforcement, and utilization.
- b) Provide assurance on compliance, risk management, and internal control effectiveness.

f) Stakeholders and Development Partners

- a) Support the County in capacity building, technical assistance, and financing of revenue-related projects.

- b) Participate in consultative forums and partnership initiatives for revenue enhancement.

4.3 Resource Mobilization

Implementation will require adequate funding, human resources, and logistical support. The Revenue Authority will work closely with the County Treasury to allocate sufficient resources in the annual budget. Additional resources may be mobilized through:

- a) Partnerships with development agencies and national institutions (e.g., NT, COB, OAG, KRA, CRA, COG).
- b) Public-private partnerships (PPPs) for revenue infrastructure and automation.
- c) Capacity-building programs supported by development partners and the National Treasury.

4.4 Implementation Timeline

The strategy will be implemented in phases within FY 2025/26 as follows:

No.	Phase	Key Activities	Timeline
1.	Phase I – Foundation	System audit, data collection, revenue mapping, and baseline	Q1 (July–September 2025)
2.	Phase II – Automation & Reforms	Upgrade CRMS, legal reviews, and staff training.	Q2 (October–December 2025)
3.	Phase III – Expansion & Compliance	Enforcement operations, public sensitization, and rollout of new revenue streams.	Q3 (January–March 2026)
4.	Phase IV – Evaluation & Reporting	Mid-year and annual performance review, reporting, and policy adjustments.	Q4 (April–June 2026)

Table 1: Implementation Timeline

4.5 Risk Management and Mitigation

The implementation process may face several challenges. Key risks and mitigation measures include:

No.	Risk	Mitigation Measure
1.	Resistance to change and automation	Conduct sensitization and capacity-building for staff and stakeholders.
2.	Inadequate funding	Integrate strategy priorities into the annual budget and seek partner support.
3.	Weak enforcement and compliance	Establish a dedicated enforcement unit and enhance monitoring.
4.	Political interference	Ensure policy and legal frameworks are institutionalized.

Table 2: Risk management and mitigation

4.6 Coordination and Reporting Mechanism

- a) The Chief Officer for Finance and Economic Planning will chair the Revenue Implementation Committee (RIC) responsible for coordination and progress review.
- b) The Committee will meet quarterly to review performance, address bottlenecks, and provide progress reports to the County Executive Committee Member for Finance and Economic Planning.
- c) The County Treasury will prepare semi-annual and annual reports on revenue performance for submission to the County Assembly and the Controller of Budget.

CHAPTER FIVE

MONITORING, EVALUATION, AND REPORTING FRAMEWORK

5.1 Overview

Effective monitoring and evaluation (M&E) are critical to ensure that the objectives of the Migori County Revenue Mobilization Strategy are achieved. The M&E framework provides mechanisms for continuous performance tracking, assessment of progress against set targets, and timely reporting to support decision-making, accountability, and learning.

This framework aligns with the Public Finance Management (PFM) Act, 2012, and the County Monitoring and Evaluation Policy, ensuring that revenue performance is consistently reviewed and integrated into county planning and budgeting processes.

5.2 Objectives of Monitoring and Evaluation

The objectives of the M&E framework are to:

- a) Track implementation progress of revenue mobilization activities and outputs. Measure the efficiency and effectiveness of interventions across departments and sub-counties.
- b) Provide evidence for decision-making, planning, and policy adjustment.
- c) Enhance accountability and transparency in revenue collection and management.
- d) Facilitate continuous learning and improvement in revenue administration practices.

5.3 Performance Indicators

Performance indicators will be used to measure progress towards achieving the strategic objectives. These indicators will focus on both quantitative and qualitative aspects of performance.

Table 3: Performance Indicators

No.	Strategic Focus Area	Key Performance Indicators (KPIs)	Measurement Frequency
1.	Capacity Development	Number of staff trained; improvement in staff productivity and customer service ratings	Annually
2.	Revenue Automation & Digitization	Percentage of revenue streams automated; system uptime; number of electronic transactions recorded	Quarterly
3.	Revenue Base Expansion	Number of new revenue sources operationalized; percentage growth in own-source revenue	Semi-annual
4.	Compliance & Enforcement	Number of compliance checks conducted; value of arrears recovered; compliance rate (%)	Quarterly
5.	Data Management & Performance	Availability of revenue reports; timeliness of data updates; accuracy of records	Quarterly

5.4 Monitoring Mechanism

Monitoring will be conducted at three levels to ensure comprehensive oversight:

1. Operational Level (Ward/Sub-County):

- a) Revenue officers and sub-county administrators will monitor daily collection activities, system usage, and compliance trends.
- b) Data will be transmitted electronically to the central system for aggregation and reporting.

2. Departmental Level:

- a) The Department of Finance and Economic Planning will review performance against targets, prepare monthly reports, and convene progress meetings.

- b) Department heads will identify challenges and recommend corrective measures.

3. County-Level Oversight:

- a) The County Treasury will consolidate reports from departments and prepare quarterly revenue performance reviews for the County Executive Committee and County Assembly.
- b) The County Monitoring and Evaluation Committee (CMEC) will assess the impact of interventions on overall fiscal performance.

5.5 Evaluation Approach

Evaluation will focus on assessing the effectiveness, efficiency, and sustainability of the strategy.

- a) **Mid-Term Evaluation:** Conducted in February 2025 to review progress, identify bottlenecks, and recommend corrective actions.
- b) **End-Term Evaluation:** Conducted in June 2027 to assess overall achievements, lessons learned, and impact on revenue performance.

- c) **Independent Review:** The County Treasury may commission an independent assessment to validate the results and provide recommendations for the next planning period.

5.6 Reporting Framework

- a) **Monthly Reports:** Prepared by sub-county revenue offices and submitted to the Department of Revenue.
- b) **Quarterly Reports:** Consolidated by the Department and submitted to the County Treasury for review.
- c) **Semi-Annual and Annual Reports:** Prepared by the County Treasury and shared with the County Executive Committee, County Assembly, and the Controller of Budget.
- d) **Public Disclosure:** Key performance outcomes will be published in public forums, websites, and newsletters to promote transparency and accountability.

5.7 Feedback and Learning Mechanism

Feedback from evaluations and stakeholder consultations will be used to improve policies, systems, and practices. Regular review meetings will be held to discuss findings and adjust implementation plans where necessary. Lessons learned will inform the preparation of future Revenue Mobilization Strategies and enhance institutional capacity for performance-based management.

CHAPTER SIX CONCLUSION AND WAY FORWARD

6.1 Conclusions

The Migori County Revenue Mobilization Strategy (FY 2023/24) provides a comprehensive roadmap for enhancing the County's fiscal sustainability through improved revenue generation, efficient systems, and accountable administration. The strategy emphasizes the need for automation, diversification of revenue sources, strengthened compliance mechanisms, and capacity building to achieve the County's development priorities and reduce dependency on external transfers.

The successful implementation of this strategy will require strong leadership commitment, collaboration among departments, and active participation of all stakeholders, including citizens, businesses, and development partners. Continuous monitoring, evaluation, and learning will be critical to ensure that interventions remain relevant and impactful.

6.2 Way Forward

Moving forward, the County Government will:

- a) **Institutionalize revenue reforms** within the Department of Finance and Economic Planning and ensure adequate resource allocation for sustainability.
- b) **Enhance policy and legal frameworks** to create a conducive environment for efficient revenue administration.
- c) **Strengthen coordination and partnerships** with the National Treasury, Kenya Revenue Authority (KRA), and development partners to support technical and financial capacity.
- d) **Promote transparency and public trust** through regular disclosure of revenue performance and stakeholder engagement.
- e) **Integrate revenue performance outcomes** into the County's annual planning and budgeting processes to ensure alignment with fiscal and development objectives.

Through consistent implementation of this strategy, Migori County Government will build a robust and sustainable revenue system capable of supporting quality service delivery, economic growth, and improved livelihoods for its residents.

The Department of Finance Economic Planning remains committed to driving this agenda forward with integrity, Innovation, and accountability.

C.E.C. MEMBER – FINANCE
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Date:..... Sign:.....



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