

**COUNTY GOVERNMENT
OF BUNGOMA**



**BUNGOMA COUNTY URBAN INSTITUTIONAL
DEVELOPMENT STRATEGY
CUIDS 2023 - 2027**

Implementing Strategic pathways to sustainable urbanization in Bungoma County

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**ALL INQUIRIES ABOUT THIS COUNTY URBAN
INSTITUTIONAL DEVELOPMENT STRATEGY
SHOULD BE ADDRESSED TO:
THE COUNTY SECRETARY,
COUNTY GOVERNMENT OF BUNGOMA**

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ABBREVIATIONS

AMP	Agricultural Mechanization Programme	CUIDS	County Urban Institutional Development Strategy
APDP	Agri-business Development Programme	CSR	Corporate Social Responsibility
ARC	Automated Revenue Collection	CT	Cultural Tourism
ASTF	Africa Solidarity Trust Fund	CTED	Centre for Technology and Economic Development
AU	African Union	CTNP	County Tree Nursery Programme
BAIRT	Bilateral Agreement on International Road Transport	DFZ	Disease Free Zones
BCA2040	Bungoma County Agenda 2040	DGS	Democratic Governance Structure
BPO	Business Process Outsourcing	EAC	East African Community
CBI	County Backbone Infrastructure	EACC	Ethics and Anti-Corruption Commission
CCPM	Climate Change Mitigation Programme	ECAM	East and Central African Market
CDA	County Department and Agencies	ECDE	Early Childhood Development Education
CDR	Crude Death Rate	FDI	Foreign Direct Trade
CDTF	County Development Trust Fund	FGM	Female Genital Mutilation
CEC	County Executive Committee	FRD	Forest Research and Development
CFTA	Continental Free Trade Area	GABC	Global Alliance for Buildings and Construction
CGA	County Government Act	GCF	Green Climate Fund
CGG	Champion of Good Government	GDP	Gross Domestic Product
CIDP	County Integrated Development Strategy	GGHR	Good Governance and Human Rights
CIP	Cartage Industrial Programme	GPB	Geo-Political Boundaries
CLPIAP	County Low Producers Input Access Programme	GPEDC	Global Partnership for Effective Development Cooperation
CLTP	County Long Term Strategy	HCD	Human Capital Development
CNR	County Natural Resources	HCI	Human Capital Index
COMESA	Common Market for East and Southern Africa	HDI	Human Development Index
CPR	Crude Birth Rate	ICT	Information Communication Technology
CPU	County Strategizing Unit	KDSP	Kenya Devolution Support Programme
CRMF	County Resource Mobilization Framework	KUF	Kenya Urban Forum
		KEQs	Key Evaluation Questions
		KWS	Kenya Wildlife Service
		LBR	Lake Basin and Region

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LCD	Long-term County Directions	RBMA	Resource Based Management Approach
LED	Local Economic Development	RMA	Resource Mobilization
LMIS	Labour Market Information System	Avenues	
LR	Local Revenue	RTN	Resilient Transport Network
MDA	Ministries, Departments and Agencies	SACCOs	Savings and Credit Corporations
MDGs	Millennium Development Goals	SDGs	Sustainable, Development Goals
MERECIP	Mt. Elgon Region Environmental Conservation Project	SDP	Sustainable Development Path
MIN	Middle Income Nations	SEAP	Strategic Environmental Assessment Programme
MSMEs	Medium Small and Micro Enterprises	SMB	Small and Medium Business
NG	National Government	SPW	Safe Portable Water
NGDP	National Government and Development Partners	STI	Science Technology and Innovation
NGSP	Non-Governmental Sector Partners	TBA	Traditional Birth Attendant
NLP	National Land Policy	TFTA	Tripartite free trade area
NLTBP	National Long-term Blue Print	TPEP	Temporary Public Employment Programme
NPP	National Population Policy	TPR	Tourism Protection and Regulation
NTDs	Neglected Tropical Diseases	TRD	Tourism Research and Development
NTP	National Treasury Programme	TVET	Technical Vocation and Entrepreneurship Training
NZOWASCON	Nzoia Water service Company	UACA	Urban Areas and Cities Act
OECD	Organizational For Economic Cooperation and Per-Capita Income	UDHR	Universal Declaration of Human Rights
PCI	Projected County Output	UHCCP	Universal Health Care Coverage Programme
PCO	Pollution Control and Waste Management Programme	UNCED	United Nations Conference on Environmental and
PCWMP		UNECA	United Nations Economic Commission for Africa
PFMA	Public Finance Management Act	UNEP	United Nations Environmental Programmes
PHE	Population, Health and Environment	UNFSA	United Nations Fish Stock Agreement
Pop	Population	WASH	Water, Sanitation and Hygiene
PPP	Public Private Partnership	WB	World Bank
PSE	Post-Secondary Education	WFS	World Food Summit
PSI	Private Sector Investment	WHO	World Health Organization
PSVs	Public Service Vehicles	WTO	World Trade Organization
PWDs	Persons with Disabilities	WUF	World Urban Forum
RAIG	Rural-All Inclusive Growth	YIP	Youth Internship Programme

FOREWORD

With rapid Global and National transformation, Bungoma County stands at a critical turning point in her socio-economic-environmental development. Relatively strong national growth and reforms undertaken since the onset of devolution offers the foundation for transforming the county and the region over the next two decades.

The gains and promise of devolution have raised the aspirations of the public and sprouted renewed interest for investment in the county. The County leadership in collaboration with the Lake Region Economic Bloc are determined to implement the necessary agenda to fulfil the rising aspirations and the continental and global expectations.

This County Urban Institutional Development Strategy lays out a broad perspective in which the county optimizes the utilization of her resources to accelerate productivity and the social wellbeing of the people in urban and rural areas. It portrays a prosperous future defined by a cohesive society and competitive economy with strong rural-urban and inter-regional interactions.

It is envisaged that in the next 20 years, per capita incomes are projected to be raised closer to those in middle-income nations. The strategic urban investments we make today will largely contribute to this transformation. The county is committed to radiate a stable urban investment policy framework in line with national policies that will provide the foundation for higher and more sustained growth between now and the desired urban future.

This will include ensuring prudent financial stewardship; higher savings and investments rates; as well as providing a conducive business environment that will make the county a haven for sustainable private sector investment thereby spurring high and sustained economic growth and transformation. These gains will be sustained by leveraging on the opportunities in the African and emerging markets economies.

This strategy is aligned to the Kenya Vision 2030, UN Habitat, New Urban Agenda and will contribute to the realization of the goals stated therein as well as those of the African Union Agenda 2063.

As the county leadership, we commit ourselves to implement this Strategy for the mutual benefit of the county population. Over the next decade and beyond, the County will have been transformed into a proud and prosperous economy, based on the principles of good governance, inclusivity and transparency.

**H.E. RT. HON. KENETH MAKELO LUSAKA, EGH
GOVERNOR, BUNGOMA COUNTY**

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PREFACE

In development planning and implementation, challenges manifest themselves in (extreme) delays, (extreme) budget overruns, inadequate results, dissatisfied customers, high stress amongst stakeholders and other undesirable outcomes. In order for the county to meet the needs of future generations, as well as address current and future development challenges, it is prudent to have a comprehensive urban institutional development strategy that provides an elaborate framework to achieve the desired results.

A framework such as this one, developed through participatory processes, lays out tested methodologies and strategies on how to manage our human resources, technology, natural resources, time, financial and non-financial resources to achieve the desired goal. In view of limited fiscal space in the county, implementation of this Strategy will leverage on private sector investments through public private partnerships with a special focus on type two partnerships. In this regard, the county shall establish a Public Investment Unit/PPP unit to co-ordinate the actions of the public and private sectors.

Over the medium term, necessary reviews and amendments to county policies, regulations and laws shall be undertaken to strengthen governance structures. Results Based Management approaches shall be mainstreamed into the county service delivery structures. Additional initiatives to promote collaboration and co-ordination with development partners shall be undertaken, in line with Global Partnership for Effective Development Co-Operation (GPEDC) which Kenya subscribes to.

The strategy strives to apply better practices and innovations in the application of grassroots resources, to provide sustainable options for the future development of the county and to identify areas where improvements may be necessary to enhance impact in the lives of Naliaka, Chebet, our stakeholder and our investors.

We invite all the stakeholders to rally behind a common course of placing the county on sustainable development path and transformation into a modern society better able to play a greater role nationally.

On behalf of the county government of Bungoma, I wish to sincerely appreciate the support accorded to us through the Kenya Devolution Support Programme (KDSP) as well as the resource persons from the County and National Treasury and planning who helped in shaping the strategy.

ARCH. DOUGLAS SASITA
CECM, LANDS, HOUSING, URBAN AND PHYSICAL STRATEGYING

ACKNOWLEDGEMENTS

Bungoma County Urban Institutional Development Strategy is a rallying point for all citizens in the county regardless of ethnicity, political leaning, economic status or religion to support sustainable rural-urban transformative investments for posterity.

We appreciate the technical and financial support provided by the World Bank through the Kenya Devolution Support Programme (KDSP), the guidance provided by the national government Ministries, Departments and Agencies, inputs by the County Institutions both public and private in the formulation of the strategy.

We sincerely thank the County Executive Committee led by H.E Governor Kenneth Makelo Lusaka for having provided policy direction and leadership in the preparation of this strategy. We are indebted to County Departments and Agencies, especially the Municipality Boards of Bungoma and Kimilili for having provided data and information that formed part of this Strategy.

We salute County Budget and Economic Forum (CBEF) as well as the County Civil Society Networks for having enriched the document. The contributions of the staff from the County Treasury are highly appreciated. Finally, we recognize the input from the Bungoma Business Community. To these and others not mentioned here, may God bless you Abundantly.

CS JOHN NDOMBI
MUNICIPALMANAGER, BUNGOMA

GABRIEL KIBIRITI
MUNICIPAL MANAGER, KIMILILI

EXECUTIVE SUMMARY

Bungoma County Urban Institutional Development Strategy (CUIDS) is designed to transform all spheres of the county with a strong emphasis on rural-urban economic vibrancy and competitiveness. Attainment of the aspirations contained herein would enable the public to achieve a high standard of living, whilst also enjoying high quality health care, education and training, world class infrastructure and facilities and expanding opportunities for all.

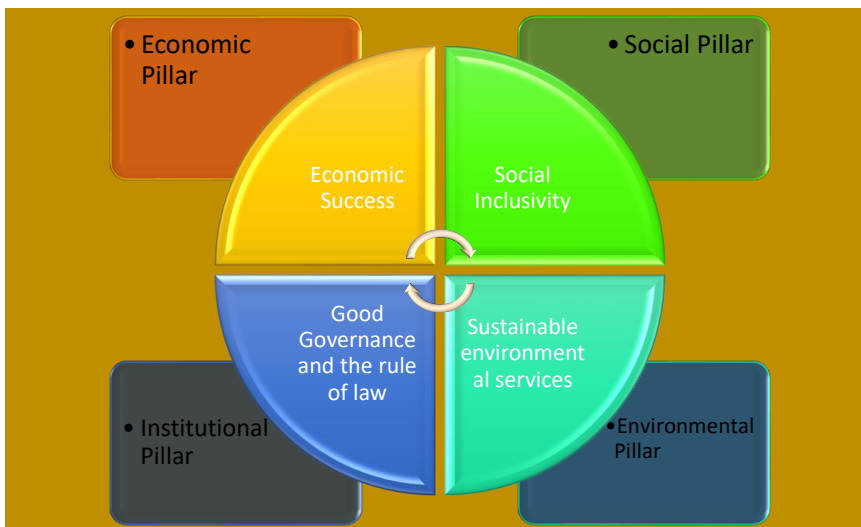
Objectives of the strategy

The strategy pursues three broad objectives which will be attained through multi-agency and well thought out policy actions across four pillars thus:

- To explore and generate resources to meet the county urban development agenda
- To make efficient use of county resources to provide opportunities for success
- To build on gains and reforms attained for sustainable development

The Pillars

The strategy builds a strong case for sustained investments across the Economic, Social, Environmental and Institutional pillars as depicted herein;



The Outcomes

The strategy promises eight broad outcomes that would bring incremental benefits for the people of Bungoma County as outlined herein;

Highly Educated and Informed Population

- The Strategy enumerates measures for all people to have access to good quality education that is adapted to the needs of the country, national and international markets.

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ICT Savvy County

- ▶ The Strategy places the County at the forefront of Information Communications Technology (ICT) as well as emerging technologies and strives to keep up with the dynamism of information technology, with improved access to and utilization of telephones, national/county newspapers, radio and tele strategy services, social media and to IT enabled equipment and services

Prosperous and Innovative County

- ▶ The Strategy propels the County into a prosperous, productive and innovative society with hardworking, disciplined and Strategic people with a diversified economy, defined by Innovation and entrepreneurship as the main drivers of job and wealth creation, productivity, growth, economic prosperity and healthy communities.

Icon of Sustainable Development

- ▶ The County will pursue sustainable development, taking into account the preservation, conservation, rehabilitation and restoration of the environment and natural resources. Average Incomes are projected to be raised closer to those in middle-income nations. Opportunities of decent employment, access quality housing and settlement, water and sanitation and resource ownership will be enhanced for all.

Reduced Dependency Ratio

- ▶ The Strategy progressively reduces the dependency ratio and provides equitable distribution of the County Wealth, promises low poverty rates and an efficient social safety net for the vulnerable. The public will have access to good quality health services (in terms of health service availability, readiness and capacity), sanitation and nutrition.

Preferred Investment Destination

- ▶ The Strategy crowns the County as **the preferred investment destination in Kenya**. It highlights measures for collaborations with National Government to ensure security and full protection of individual and investor rights, who are entitled to quality services, infrastructure systems and facilities both horizontal and vertical.

Champion of Good Governance

- ▶ The Strategy outlines measures to label the county an **icon of good governance**, with entrenched system of public participation and inclusivity. Where the Civil society, the professional bodies and private partners play a full part in the development of the county, alongside the National/County Government and leaders are open and accountable to the people and pursue issue based politics. Traditions and community identities are protected and enhanced as part of cultural strengthening and freedom of expression as well as press freedom are fully protected as provided for in the Kenyan Constitution.

A Resilient and Proud County

- ▶ The Strategy aspires to transform Bungoma into a resilient and proud county, sharing common ideals, goals and symbols. Society will be based on strong family/community values with a strong sense of shared traditions, modern culture and pride in its history.

CHAPTER ONE:

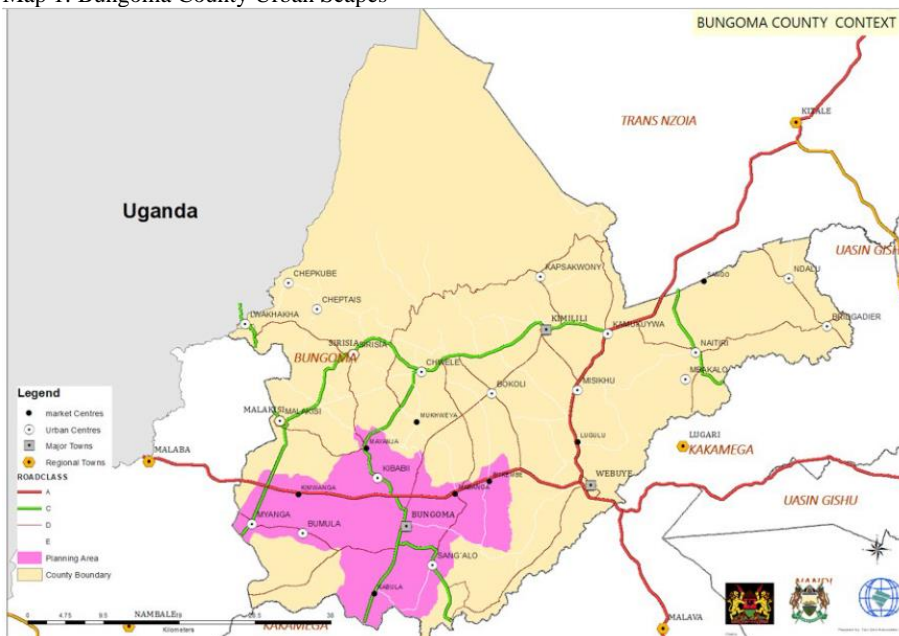
BACKGROUND INFORMATION

1.1 Overview

The Kenya Vision 2030 is the National Long-Term Blue print that details development agenda across three pillars thus: Economic, Social and Political to propel Kenya to the desired shared future for all. The County Government of Bungoma has an obligation to contribute to the realization of this Vision by planning for the delivery of some of the Strategy components. To achieve the objectives of the vision, both long and medium-term planning and implementation is required. Schedule four of the Constitution assigns the County Government functions and powers to Strategy for successful delivery of services.

Bungoma County is situated strategically in Western Kenya with access to Uganda through the Lwakhakha one stop border point. The geographical coordinates for the county are 0° 34' 0" North, 34° 34' 0" East.

Map 1: Bungoma County Urban Scapes



Devolution has provided an opportunity for the county to enhance its competitiveness, while simultaneously creating the conditions for addressing differential poverty, joblessness and inequality. Doing this will help to create a virtuous cycle of growth and prosperity. It will

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stimulate Local Economic Development (LED) by creating synergy among public, private and non-governmental sector partners to create better conditions for sustainable development.

In compliance with the legal requirements to Strategy and budget for service delivery, both Bungoma and Kimilili Municipalities are implementing 5-year Urban Integrated development Strategies that provides a framework for delivery of outputs, outcomes and impacts that can only be attained over the horizon of several generations.

This strategy is attuned to the priorities of UN Habitat and those of the recently concluded Kenya Urban Forum (KUF) of June 2023, that among other issues deliberated and reached understanding on various urban issues, including but not limited to;

- a) Urban housing;
- b) Urban Finance;
- c) Urban Economy & Poverty,
- d) Urban Governance & Management;
- e) Urban Planning and Management;
- f) Urban Infrastructure and Services;
- g) Urban Resilience, Climate Change, and Environment; and
- h) The Land Question, Informality, Land Value Capture

1.2 Legal basis for the County Urban Institutional Development Strategy

The Kenyan Constitution creates two levels of governments, National and County both of which must Strategy for gradual realization of human rights and fundamental freedoms contained in the Bill of Rights (Chapter 4 of the Kenya Constitution, 2010). Section 125 (1) (a) defines the need for the County to prepare both long term and medium-term plans to guide the budgeting process.

Parliament has enacted laws that support the need for sustainable planning namely; the Urban Areas and Cities Act, 2011, The County Government Act, 2012 and the Public Finance Management Act, 2012.

Further, Sub-section 108 (2a) (ii) of the County Government Act, 2012 provides for the need to Strategy to address the county **internal transformation needs**;

while sub-section 108 (2b) states that county plans shall identify (i) **any investment initiatives** in the county (ii) **any development initiatives in the county**, including infrastructure, physical, social, economic and institutional development; (iii) **all known projects, Strategies and programmes** to be implemented within the county by any organ of state; and (iv) the key performance indicators set by the county.

Both the county and national spatial plans promote investments that optimize use of land and air spaces to address specific needs of people and institutions. The main role of the spatial plans is to enhance sectoral integration in areas such as housing, transport, energy, industry and agriculture. It is also intended to improve local urban-rural development systems. Additionally, the Charters lay out the specific functions of the Bungoma and Kimilili Municipalities, which must be comprehensively planned for, budgeted and implemented to meet the needs and aspirations of the people.

This is the investment development requirement upon which the this CUIDS is based.

1.3 Justification for the Strategy

Bungoma County in particular finds itself in a period of history when social attitudes and values around the country and worldwide are changing at an unprecedented rate. In the future, the people of Bungoma will need to adapt to the challenges of the global society while retaining the positive aspects of their cultural values that distinguish them from other Counties in Kenya.

1.3.1 Different Urbanization Rates, Unfunded Urban Areas and Priorities

According to the 2019 Census, the number of Kenyans living in urban areas increased to 12 million. The proportion of the urban population to the total population rose to 31.3 percent. While Nairobi continues to have the largest share of the urban population, the importance of small and medium-size urban centres is beginning to emerge in the urban hierarchy. Projections by the World Bank shows that most Kenyans will live in Urban areas by 2033, and maintain the same trend going forward.

The rapid growth of the urban population in Kenya is the direct result of a shift in the balance between the urban and rural economies. This shift is closely linked to economic growth and to the changing patterns of demand for, and supply of, employment. However, today's urban challenges in Kenya, and the rest of Africa for that matter, are increasingly from the outcomes of post-independence political, economic, and social policy choices, albeit built on top of the model established under colonial rule.

Before devolution, Kenyan Urban received funding from the national government through the Local Authority Transfer Fund (LATF). After devolution, the new county governments did not continue with the same trend. This has negatively affected the secondary, tertiary and other small towns, since the focus of county governments has been the county headquarters and one or two Municipalities funded by development partner programmes. The rest of urban areas have been left to die-off slowly with no management or budgetary resources to provide needed interventions for the people in these areas.

The economic, spatial and mobility trends in Kenya point towards the inevitability of increased urbanization and urban growth in favoured locations and regions. While urbanization and urban growth appear inevitable, urban areas are beset with a host of critical issues related to urban development, management and institutions. Both national/county and urban/municipal perspectives need to be brought to bear in dealing with urbanization and urban growth issues.

On average, all urban areas in Kenya face the following challenges:

- a) The system and hierarchy of urban areas is unbalanced both in population and resource terms- the spatial framework for urban development from a national and regional perspective is not sufficiently articulated in the infrastructure and resource development context;
- b) Urban development is manifest through unplanned informal urban growth and urban sprawl;
- c) There are wide deficits in basic urban infrastructure (roads, water supply, sewage & drainage, solid waste, energy, urban open space, basic physical amenities, housing among others) and quality benchmarking;
- d) Urban environmental concerns are growing to critical levels due to air, land, noise pollution; urban transport issues, high fossil fuel consumption, land use incompatibility,

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- public space encroachment and growth of squatter settlements, disregard for cultural heritage and aesthetics, and environmental risk mitigation and disaster resilience;
- e) Non-farm employment opportunities remain constrained in the rural sector while they are expanding in and around the vicinity of urban areas. There is a growing concern regarding urban employment generation and local economic development strategies;
 - f) Anticipated and rising poverty in urban areas as migration gathers momentum aggravating the problem of housing and infrastructure to cater to this population;
 - g) Weak institutional and legal framework and institutional and human resource capacity for urban planning and management;
 - h) Precarious urban finance and revenue base and weak capacity to mobilize resources in existing urban areas, and wide gap between urban investment needs, sources of financing and capability for implementation;
 - i) Lack of coordinated national, regional, municipal urban investment vision and Strategy;
 - j) Poor urban data base and monitoring of urban developments.

1.3.2. Unstructured Taxes

Constitutionally, County Governments can impose property taxes, entertainment taxes and service fee and charges for the services they offer. According to the Commission of Revenue allocation report: County Own Source Revenue Report 2019, only 11 out of 47 counties can finance more than 10% of their overall budget which implies that the majority of the county governments finance close to 90% of their budgets through transfers to county governments.

More potential is being harnessed for increased revenue collection by the county governments. New revenue streams get added to the tax bracket and there is continuous expanding of the revenue base for streams. The Public Finance Management Act (PFMA) under Section 161 requires that counties seek the view of the Commission on Revenue Allocation (CRA) and the National Treasury when imposing a tax or any other revenue raising measure.

Local revenue is an essential revenue source for the County given its expanding budgetary and service delivery needs. The County has little influence on the revenue it receives as transfers from the national government and that in cases of delays, local revenue is the best alternative. As measures are progressively implemented to enhance own source revenue, it is increasingly becoming a source of focus for accountability and fiscal discipline in the county.

Since the on-set of devolution, The National Treasury has fallen short on achieving 100 percent transfer of equitable revenues to counties. This lack of sufficient funds to the counties means that the counties cannot spend on planned development projects, which ultimately creates funding crisis that end up in large pending bills, stifling local economies and killing opportunities for investment and job creation.

The 2021/22 review of our own source revenue has revealed various challenges affecting Own Source Revenues (OSR) in the Bungoma county as follows;

- a) Lack of National Standard in revenue projection - There is lack of clear revenue projection methods for application or domestication, leading to unrealistic targets;
- b) Lack of updated valuation rolls– property taxes have a huge potential to yield high revenues to the county but are hindered by outdated valuation rolls and computation of rates based on unimproved site values for our Municipalities and other urban areas;

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- c) Weak revenue administration structures. This results in high collection/administrative costs causing non-alignment of revenue streams and revenue leakages;
- d) High pending bills due to inability to meet revenue targets by the county;
- e) Political interference in OSR administration inhibits collection;
- f) Lack of tariff and pricing policy to guide imposition of fees and/or charges by the county;
- g) Inadequate resources in the county to effectively carry out public participation on revenue/resource mobilization legislative processes.
- h) Delays in disbursement of funds to the county hinder timely implementation of the annual budget, thus increasing discrepancies between planned and actual results, and
- i) The unstructured nature of county own source revenues means that the county spends more per shilling collected through enforcement and litigation mechanisms.

The sources of tax revenues in all county governments are unstructured, and many circles refer to them as nuisance taxes. Recommendations by both CRA and individual county governments on how to increase and enhance own source revenues exist and continue to be implemented with different outcomes. The most impacts on own source revenues can be realized sooner rather than later through tax structuring campaigns, that focus on among other issues, the national government ceding control of at least one structured tax source such as the stamp duty taxes to the county governments.

1.3.3. Low Development Trap

Almost all Cities and Towns in Kenya experience low levels of capital formation, lack of connectivity, and high costs facing households and firms. There are strong interlinkages between all these elements. Urban form (the built fabric or physical environment) shapes urban costs, such as commuting expenses and rents. Costs determine the urban function (the mix of activities undertaken in the urban area), in turn shaping productivity, labour demand, wages, and rents.

There are feedback loops, as expectations about the city's/urban areas performance-employment, productivity, wages, rents - determine investment decisions and hence urban form. These interactions can lead to virtuous cycles of rapid urban development - or to a development trap.

Potential investors and trading partners quickly see the evidence of the physical and economic dysfunction that constrains public service provision, inhibits labour market pooling and matching, and prevents firms from reaping scale and agglomeration benefits. They stay away, fearing lack of return on their investment. This dynamic will keep Kenya's urban economies undercapitalized, making their development even more challenging than it otherwise would be.

The national and county governments should recognize the problem for what it is: not simply one of underinvestment leading to low infrastructure, but one of the interdependency of many investment decisions. Business investment decisions depend on the presence of other businesses that are their customers and their suppliers and on workplaces being reachable from residential areas.

Investment in housing, for example, will occur if there is increasing demand, driven by rising incomes of workers, and if revenues from a growing city/urban area are available to finance infrastructure. These decisions are interrelated- and in all of them expectations are crucial.

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Investors' low expectations become self-fulfilling, as failure to implement one project reduces the return to others, locking our urban areas in a low development trap.

Given the importance of our urban areas in being focal points of productivity and job creation, there is a clear need of new thinking to get these underutilized and under-invested economic units back into their glorious past to generate current and future value addition into our society.

1.3.4. Inadequate Budgetary Resources

The regular institutional budgets to finance the county development agenda have proved to be grossly inadequate. Our Medium Term Expenditure Framework reports indicate that the County needs about KSh. 25-30 Billion annually to meet her development requirements. Our revenue projections upto 2040 indicate a widening gap between resource requirements and available budgets, as indicated by table 1. Moreover, the County Urban areas receive less than 5 percent of the annual budgetary allocations

For programmes and projects that require substantial capital financing, undertaking them in phases is the most preferred option. That includes profiling them in this Strategy and following through for implementation.

Table 1: Current Sources of revenue

SOURCE	APPROVED 1ST SUPP BUDGET	ANNUAL BUDGET FY 2023/24	BUDGET PROJECTION 2024/25	BUDGET PROJECTION 2025/26	BUDGET PROJECTION 2026/27
Bal. b/f - (i) Equitable Share.	867,288,525	-			
ii) Grants:		-			
iii) Retention	293,425,903	0			
Transfers from Central Government	10,659,435,192	11,111,983,608	11,667,582,788	12,250,961,928	12,863,510,024
Conditional Grant- National Government:	113,228,200	255,000,000	255,000,000	210,500,000	121,275,000
Health : I) Compensation User Fee Foregone	-	-	-	-	-
II) Leasing Of Medical Equipments	110,000,000	110,000,000	110,000,000	115,500,000	121,275,000
Trade: Aggregated Industrial Park Grant		100,000,000	100,000,000	50,000,000	-
ii) REREC		45,000,000	45,000,000	45,000,000	-
Education: Delopement of Youth Polytechnics	-		-	-	-
Roads: I) Fuel Levy Fund	3,228,200		-	-	-
Conditional Grants- Development Partners:	1,540,443,462	463,050,812	463,050,812	463,050,812	463,050,812
Health: I) UNICEF	1,571,000	1,571,000	1,571,000	1,571,000	1,571,000
II) Universal Health Care Project	-	-	-	-	-
III) DANIDA	28,605,056	28,605,056	28,605,056	28,605,056	28,605,056
IV) COVID 19 GRANT	9,856,193	-	-	-	-
Agriculture: World bank Agricultural and Rural growth Projects	332,916,544	280,530,114	280,530,114	280,530,114	280,530,114
ASDSP II	9,615,952	5,344,642	5,344,642	5,344,642	5,344,642
County Secretary: Kenya Devolution Support Programme- Level I	-	-	-	-	-
Kenya Devolution Support Programme- Level II	52,805,780	-	-	-	-
Lands: I) urban support programme(Development)	882,648,919	-	-	-	-

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SOURCE	APPROVED 1ST SUPP BUDGET	ANNUAL BUDGET FY 2023/24	BUDGET PROJECTION 2024/25	BUDGET PROJECTION 2025/26	BUDGET PROJECTION 2026/27
II) urban support programme(Reccurent)	-	-	-	-	-
III) KISP II (Kenya Informal Settlement Improvement Project)	86,424,018	-	-	-	-
FLLOCA - Water	11,000,000	22,000,000	22,000,000	22,000,000	22,000,000
Climate change grant	125,000,000	125,000,000	125,000,000	125,000,000	125,000,000
Water and Natural Resources I) WATER	-	-	-	-	-
Retension	-	-	-	-	-
FUNDS		158,808,217	171,327,531	178,172,810	185,360,354
Trade loan		115,679,933	121,463,930	127,537,126	133,913,982
Women Fund		14,706,343	15,441,660	16,213,743	17,024,430
Disability		8,437,615	9,437,615	9,437,615	9,437,615
Youth Fund		19,984,326	24,984,326	24,984,326	24,984,326
Locally Generated AIA:					
i) Agriculture,livestock,fisheries, and co-op development	31,373,546		-	-	-
ii) Tourism,Forestry,environment and natural resource and water	1,273,388		-	-	-
iii) Roads and Public works	4,051,688		-	-	-
iv) Education, Science and ICT	22,217,476		-	-	-
v) Health Water and sanitation	767,056,828	1,124,665,392	1,180,898,662	1,239,943,595	1,301,940,774
vi) Trade, energy and industrialization	-	0	-	-	-
vii) Lands Urban and Physical Planning	6,611,952		-	-	-
viii) Gender, Culture, Youth and sports	-	0	-	-	-
ix) County Service Board	-	0	-	-	-
x)Housing and Sanitation	7,000,000		-	-	-
xi)Public Administration	7,797,983		-	-	-
TOTALS	847,382,860	1,124,665,392	1,180,898,662	1,239,943,595	1,301,940,774
LOCAL REVENUE AS PER EXPECTED FINANCE ACT	500,000,000	918,701,471	964,636,545	1,012,868,372	1,063,511,790
DEFICIT			-	-	
Total	14,821,204,142	14,032,209,500	14,531,168,807	15,177,324,706	15,813,288,401

Table 2: Future sources of financial resources

Source	2018/19	2020	2025	2030	2040
Equitable share	8,949,000,000	9,866,272,500	12,592,141,682	16,071,118,262	26,178,158,183
Grants: NG	533,956,683	533,956,683	533,956,683	533,956,683	533,956,683
Grants: DP	769,104,018	769,104,018	769,104,018	769,104,018	769,104,018
AIA	355,831,956	392,304,731.5	500,691,295.7	639,023,069.2	1,040,901,244
Local Revenue	745,168,045	821,547,769.6	1,048,526,271	1,405,125,485	2,179,810,812
Loans	-	500,000,000	638,140,781.3	814,447,313.4	1,326,648,853
Strategic Initiatives	-	200,000,000	255,256,312.5	325,778,925.4	530,659,541
PPP	-	300,000,000	382,884,468.8	488,668,388	795,989,311.5
Private Sector	-	100,000,000	127,628,156.3	162,889,462.7	265,329,770.5
Remittances	-	50,000,000	63,814,078.13	81,444,731.34	132,664,885.3
Financial Markets	-	-	50,000,000	63,814,078.13	103,946,409
Pension	-	-	50,000,000	63,814,078.13	103,946,409
Sovereign wealth funds	-	-	-	100,000,000	162,889,462.7
Green climate fund	-	100,000,000	127,628,156.3	162,889,462.7	265,329,770.5
Africa Solidarity Trust Fund	-	30,000,000	38,288,446.88	48,866,838.8	79,598,931.15
Other United	-	100,000,000	127,628,156.3	162,889,462.7	265,329,770.5
Total	11,353,060,702	13,763,185,702	17,305,688,506	21,826,919,521	34,734,264,053

1.3.5 The Demographic Changes

The county has a growing population with varying demographics, which include: fertility, mortality, migrations, immigrations and emigrations among others. Understanding population composition helps to Strategy for delivery of required needs and services. Understanding future population growth rates assists in planning for the anticipated changes in demand for services and job opportunities.

In the next twenty years, the urban population is expected to increase twofold from about 186,125 in 2018 to 364,331 in 2040. This growth will be as a result of both natural population increase and re-classification of some hitherto rural areas which will increase urban centres from 8 in 2018 to 16 in 2040, and expansion of geographical areas of some existing ones. Table 3 details the key population indicators.

Table 3: Key Population Indicators

Indicator	2020	2025	2030	2035	2040
Total Pop	1,919,490	2,236,038	2,604,789	3,034,351	3,534,754
Male Pop	939,105	1,093,975	1,274,385	1,484,548	1,729,368
Female Pop	980,385	1,142,063	1,330,403	1,549,803	1,805,386
0-4 yrs (%)	18	18	18	18	18
6-13 yrs (%)	26	26	26	26	26
14-17 yrs (%)	9	9	9	9	9
18-35 yrs (%)	25	25	25	25	25
Female 15-49 yrs (%)	44	44	44	44	44
< 18 yrs (%)	57	57	57	57	57
15-64 yrs (%)	65	65	65	65	65
>65 yrs (%)	3	3	3	3	3
Sex Ratio (Males/100 Females)	96/100	96/100	96/100	96/100	96/100
Dependency Ratio	30	30	30	30	30
Population Density	633	737	859	1,001	1,166
Urban Pop (%)	197,844	230,471	268,479	312,754	364,331

By 2040, the county population over 5 million, majority of whom will be urbanized. This will come with enhanced demand for food and non-food services including sustained pressure to deliver high living standards for the ballooning population, as illustrated by figure 1

Figure 1: Age Cohort Services

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UNDER 1 POPULATION

- Paediatric services
- Nutrition services
- Child care services



PRIMARY AGE POPULATION

- Food and Nutrition Security
- Education
- Play and Recreational amenities
- Health care
- Clothing and shelter



SECONDARY AGE POPULATION

- Quality and accessible population
- Career Development and counselling
- Health care
- Nutrition
- Recreation facilities



YOUTH POPULATION

- Skills development and mentoring
- Empowerment
- Jobs
- Love and belonging

Analysis of the table 4 shows that the County population is and will be dominated by the young and youthful population.

Table 4: Population Projections by Urban Areas

Urban Centre	1999 Census	2009 Census	2019 Census population				2025 (Projection)				2027 (Projection)			
	Total	Total	Total	M	F	Inter-sex	Total	M	F	Inter-sex	Total	M	F	Inter-sex
Bungoma	44,196	54,469	68,031	32,903	35,126	2	77,066	37,273	39,791	2	80,336	38,855	41,480	2
Kimilili	10,261	40,928	56,050	27,225	28,824	1	63,494	30,841	32,652	1	66,188	32,149	34,038	1
Webuye	19,606	23,364	42,642	20,746	21,894	2	48,305	23,501	24,802	2	50,355	24,499	25,854	2
chwele	3,018	-	9,797	4,487	5,310	0	11,098	5,083	6,015	0	11,569	5,299	6,270	0
Kapsokwony	5,687	3,663	7,077	3,435	3,641	1	8,017	3,891	4,125	1	8,357	4,056	4,300	1
Cheptais	3,675	0	4,419	2,124	2,295	0	5,006	2,406	2,600	0	5,218	2,508	2,710	0
Sirisia	-	-	2,096	991	1,105	0	2,374	1,123	1,252	0	2,475	1,170	1,305	0

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Urban Centre	1999 Census	2009 Census	2019 Census population				2025 (Projection)				2027 (Projection)			
	Total	Total	Total	M	F	Inter-sex	Total	M	F	Inter-sex	Total	M	F	Inter-sex
Total	86,443	122,424	190,112	91,911	98,195	6	215,359	104,117	111,236	7	224,500	108,536	115,957	7

Source: KNBS, 2019

Table 4 shows a steadily growing urban population. With strategic investments, the County can benefit immensely from the demographic dividend by providing a large and dynamic future workforce, a growing market for manufactured products and a large tax base for the county. The aging population will add value, exposure and experience to the workforce, while also forming a growing 'grey' market for leisure and health products.

1.3.6 Increased Global Demand for Natural Resources

Globalization and liberalization have diminished the sense of geo-political boundaries. Decisions on capital resources and investments flows between countries and regions occur daily, based on information by local and global actors. Global markets have the potential to contribute to local economic development. However, if left unregulated the shifting of resources from the developing to the developed parts of the world may expose local communities to the extreme incidences of poverty, joblessness and inequality.

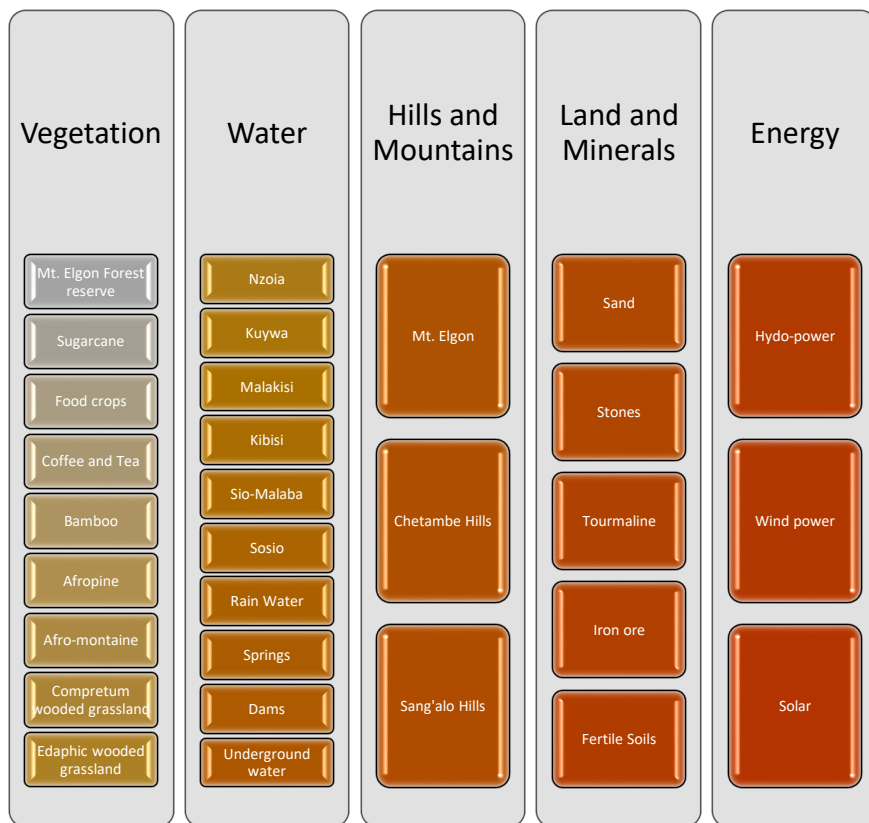
In addition the County has wildlife resources which include; Fauna (snakes, monkeys, bird and elephants) and Flora (Various species of vegetation) which forms the backbone of tourism. The opportunities offered by tourism, directly and indirectly support the economic and social fabric of our urban areas, through investments in tourism facilities and services. Mt. Elgon forest reserve is particularly important as enumerated herein;

- Functions as the water catchment areas for rivers in the county
- A tourist attraction site thus generating local and foreign revenue
- Source of biomass fuel
- Provider of construction materials e.g. poles, timber
- Source of medicine and herbs to local residents
- Source of food and honey
- Ground for religious functions
- Climate moderator of the county and its environments

Long and medium urban planning and projections provide the tools needed to balance the needs of global markets and the felt needs of the local communities thereby resulting in a win-win situation as illustrated by figure 2

Figure 2: County Natural Resources

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1.3.7 Enhanced public Demand for Development Results

The urban public is now more than ever before enlightened and have enhanced capacity and freedom to demand development results due from their taxes. The public is involved in decision making required to enhance the economy, to deal with softer issues that improve competitiveness, to address spatial economic issues and development in their neighbourhoods.

They understand the budgetary constraints that may limit the results but they are also aware of actions by authorities that may diminish these results including issues of lack of integrity, corruption, wastage, and abuse of office. It is the knowledge of these shortcomings that the public is always on guard to demand their rightful share in terms of public goods and services.

Table 5 indicates the key priority sectors and the proposed broad strategies of achieving the desired outcomes.

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Table 5: Key Priority Sectors to spur urban transformation

Priority sectors	Baseline 2022	Expectations by 2030
Agriculture	% of farmers with title deeds 48	136
	Arable land (km ²) 1,922.56	1,922.56
	No employed in Agriculture 1,540,000	7,690,133
	Average farm size (Acres) 1.5	1.5
Water	% Accessing piped water 20	86
	% County coverage – portable water	
	% water facilities functional	
Education and training	Primary Net enrolment rate 97	119
	Primary transition rate 95	150
	EDCH Teacher pupil ratio 1:45	
	Primary teacher pupil ratio 1:40	
	Secondary teacher student ratio 1:40	
	Secondary Net enrolment 90	222
	Completion rate 96	250
	No of University campuses 8	63
	Literacy rate 90	145
	Health	Crude birth rate 75/1000
Crude death rate 36/1000		
Infant rate mortality 50/1000		
Under-5 mortality rate 110/1000		55/1000
Life expectancy (Years) 68		
Doctor population ratio 1:46,000		
Nurse population ratio 1:7,500		
No of level 5 hospitals 14		113
Average distance to health facility (km) 1		
HIV prevalence (%) 4.2.		
% children vaccinated 85		255.95
% Deliveries assisted by doctor 20		183.9
Transport		Bitumen surface (km) 55
	Gravel surface (km) 1200	8798.25
	Earth surface (km) 2250	14590.13
Human settlements	Rural poor (%) 47	14
	Urban poor (%) 39	
Energy	% communities using firewood 89	40.6

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Priority sectors	Baseline 2022	Expectations by 2030
	% communities using paraffin as lighting fuel 90	16.85
	% using improved jiko 10	57.85
	% communities using traditional stone fire 85	8
Forestry	Gazetted forest (Km ²) 618.2	618.2
Tourism		
ICT	% Mobile network coverage 95	150
Governance, peace and security	No of Magistrate courts 8	30
	No of Constituencies 9	9
	Eligible voting population 18+ 1,300,000	5882292
	No of County assembly wards 45	45

1.3.8 Meeting International Development Obligations

Prudent development planning has strong alignment to various national and international policies and strategies. The fundamental priorities and approach of this Strategy is based on the National Vision 2030 and the various International focus areas such as African Union (AU) Agenda 2063, East Africa Community (EAC) Vision 2040 and Sustainable Development Goals (SDGs). In formulating this long-term Strategy, significant work was undertaken to draw out issues from a global to local perspectives.

Table 6 shows some of the key international obligations that the county development agenda aims to fulfil.

Table 6: Key International Obligations

Sector	International obligations	Agreed targets
Urban	UN Habitat	<ul style="list-style-type: none"> Resiliency Inclusivity Environmental protection
	New Urban Agenda	
Agriculture	MAPUTO declaration	<ul style="list-style-type: none"> Agricultural research, technology dissemination and adoption. Improving rural infrastructure and trade related capacities for market access.
	MALABO declaration	<ul style="list-style-type: none"> Inclusive and sustainable agricultural growth and shared prosperity. Sustainable management of natural resources and resilient agricultural sector.
Water	UN Human Rights Council	<ul style="list-style-type: none"> Human right to water
Education	Incheon Declaration	<ul style="list-style-type: none"> Towards inclusive and equitable quality education and lifelong learning for all
Health	World Health Organization. (WHO)	<ul style="list-style-type: none"> Right to the highest attainable standard of health
Gender	Universal Declaration of Human Right (UDHR)	<ul style="list-style-type: none"> Gender equality and empowerment
Urban Development	New Urban Agenda	<ul style="list-style-type: none"> Resiliency and environmental protection
Food security	World Food Summit,(WFS)	<ul style="list-style-type: none"> Right to adequate and nutritious food.

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Sector	International obligations	Agreed targets
Energy	Energy protocol & International Energy Charter	<ul style="list-style-type: none"> Affordable, reliable, sustainable and modern energy for all.
Transport	Bilateral Agreement on International Road Transport	<ul style="list-style-type: none"> Liberalization of international transport operations and replacement of quantitative restrictions.
Climate action	Paris Agreement	<ul style="list-style-type: none"> Provide a roadmap for climate actions that will reduce emissions and build climate resilience. Mainstreaming of climate change and risk management approaches.
Industry, trade and manufacturing	World Trade Organization(WTO) Organization for Economic Co-Operation and Development (OECD)	<ul style="list-style-type: none"> Equitable multilateral trading systems Promoting sound economic policies. International and regional cooperation and coordination. Debt and debt sustainability
Environment	United Nations Environmental Programme(UNEP) Paris agreement; United Nations Conference on Environmental and Development(UNCED)	<ul style="list-style-type: none"> Wise use and sustainable development of the global environment. Management and conservation of the environment and natural resources and strengthening environmental governance sector Conservation and sustainable use of ecosystem.
Tourism	Global code of ethics for tourism (GCET) under UNWTO	<ul style="list-style-type: none"> Promoting ethical, responsible and sustainable capacity development in tourism sector.
Forestry	United Nations Conference on Environment and Development (UNCED).	<ul style="list-style-type: none"> Management, conservation and sustainable development of forests..
Fisheries	United Nations Fish Stocks Agreement (UNFSA)	<ul style="list-style-type: none"> Management and protection of marine biodiversity
ICT	Center for Technology and Economic Development (CTED)	<ul style="list-style-type: none"> Mainstreaming ICT infrastructure.
Human settlement	UN-HABITAT and The World Urban Forum (WUF)	<ul style="list-style-type: none"> Sustainable human urban development network
Building and construction	Global Alliance for Buildings and Construction (GABC)	<ul style="list-style-type: none"> Sustainable, energy efficiency and climate resilient buildings and cities

1.3.9 The Transformational Motivation

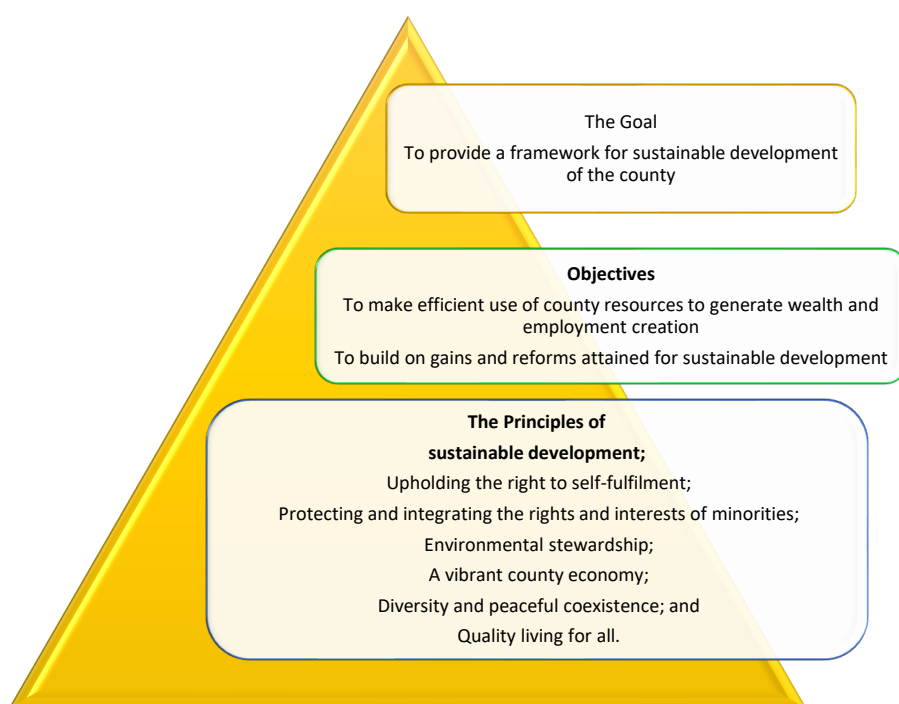
The gradual implementation of this strategy is sufficient to witness changes in the main engines driving rural-urban economic growth. The expectation is that the government services sector will decline, with growth coming from the private sector. The future county economy will diversify away from the primary sector of agriculture into manufacturing and services. During different sub-periods of the strategy, growth will be capital intensive, labour intensive and Total Factor Productivity (TFP) growth (Efficiency related gains).

This Strategy creates diversified new growth paths focusing on broadening opportunities for economic success through all inclusive growth. This entails commitments to improve support to small and medium enterprises.

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Through the four pillars, the Strategy positions the county to adjust to rapidly changing global urban economy and social order, emphasizing the need to take advantage of the current and future opportunities. The lofty and ambitious targets set in this Strategy presents many challenges, some of which cannot be anticipated today, hence the need for continuous innovation, resilience, commitment and fortitude in shaping the destiny of the county. The changes required entail; efforts, strategic leadership, sacrifices and hard work whose rewards will be an improvement in the livelihoods of all. The County Government must therefore have a long-term view of the right directions to take as illustrated in figure 3

Figure 3: Long-term County Directions to be undertaken



The Strategy aims to transform several indices of human development as depicted in table 7

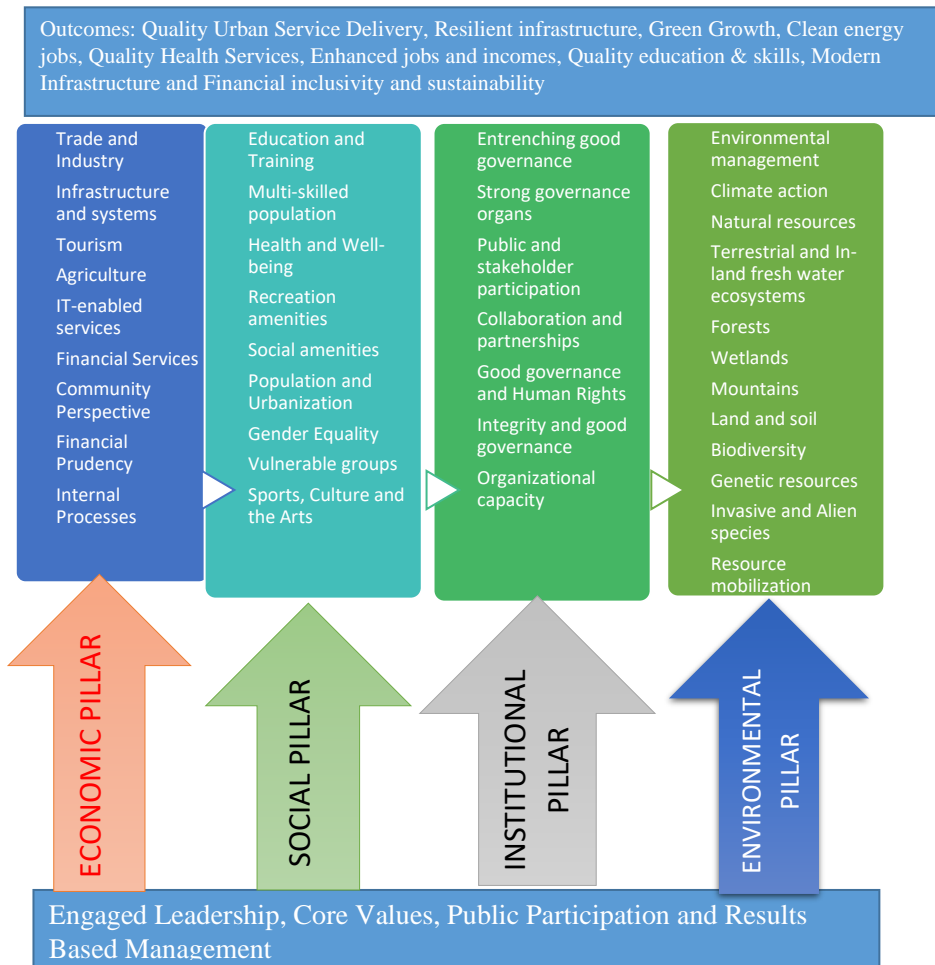
Table 7: Human Development Indices

Index	Baseline 2018	Expectations 2040
GDP	0.3440 (CIDP 2018-2022)	
Literacy rate male	74.5% (CIDP 2018-2022)	94%
Literacy rate female	70.2%	93%
Life expectancy male	61 years (KDHS 2014)	70 years
Life expectancy female	63 years (KDHS 2014)	72 years
HDI	0.5509 (CIDP 2018-2022)	0.6709
Gini coefficient	0.430 (KNBS)	0.240
Human security index		
Per capita income	166,314.4 (Kenya)	340,000
Maternal survival rate		
HIV infection rate	2.8% (Econ. Survey)	1.2%
No of doctors per capita	45/100,000 (KDHS 2014)	90/100000

1.4 The Pillars

This County Urban Institutional Development Strategy (CUIDS) is based on four pillars namely: Economic; Social; Environmental and Institutional. All the pillars are instrumental in shaping desired urban outcomes and impacts, as demonstrated by figure 4 and explained in the subsequent chapters.

Figure 4: Bungoma County Urban Institutional Development Strategy Pillars



CHAPTER TWO:

FOUNDATIONS FOR COUNTY URBAN TRANSFORMATION

2.1 Overview

Transformative urban development processes are hinged on a mix of program, policy and legal reforms. The processes require a rigorous assessment of the past and current situation in the context of a rapidly changing world. In the end, transformation can only be realized by consistently applying better practices and building on the gains already attained.

The Bungoma and Kimilili Municipality Boards as well as the management of all county Towns and Urban areas, in collaboration with the County, National Government and Development Partners will build on gains already achieved, while formulating the necessary policy and legal framework to gradually attain the desired socio- economic, environmental, legal, spatial and institutional transformation

2.2 Good Governance and the rule of law

Good governance is an enabler of transformation since it is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It ensures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

2.2.1 Situational Analysis

The county has a democratic governance structure, with elected Governor and Members of the County Assembly. The leaders are thus accountable to the people of Bungoma County. The leadership pursues participatory approaches in major decision making as required by the supreme law. However, budgetary constraints limit the extent of such engagements. On transparency and accountability, the county has implemented national level public sector reforms including adopting e-procurement system, automating revenue collection and introducing monthly stickers for PSVs. Further, all functions due to Bungoma and Kimilili Municipalities have been transferred. As part of continuous improvements, more reforms will continue being rolled out to address emerging issues that may compromise integrity and service delivery.

2.2.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- i. Inadequate allocations to urban functions;
- ii. Lack of dedicated allocations to second and third tier urban areas from the county annual budget
- iii. The emergence of cyber-crime related activities tend to compromise government's digitalization efforts;
- iv. Inadequate human capacity to integrate emerging issues such as climate change, Disaster Risk Reduction (DRR) and blue economy in public sector;

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- v. Though the government has intention of having a lean and efficient public services, the continued growth in the number public institutions created by various legislations has led to underfunding and human capacity gaps;
- vi. The existence of many laws (National, County, Municipality By-laws etc) has hampered effective service delivery by the county government, and in some instances, resulted in conflicting mandates, especially the concurrent functions; and
- vii. The growing expectations to respond to increasing threats of terrorism needs intervention thus exerts more pressure on the need for more resources for the sector.

Challenges

Whereas various strategies and efforts towards reforming the urban sector have been implemented, a number of challenges remain. They include: Human resource capacity constraint; financial constraints; weak policy, legal and institutional framework; inadequacy in work environment; and labour unrests, among others.

Lessons Learnt

The devolution journey has offered the county a number of lessons to the sector. They include:

- i. Mainstreaming the urban sector policies in the county planning and budgeting framework is important in ensuring achievement of set goals. It strengthens linkages between costed sector Strategy, MTEF budget and timely disbursement of funds;
- ii. Human resources capacity constraints can be addressed through effective and efficient management and rationalization of county government staff;
- iii. Building trust between unions and management, fosters transparency in labour management relations;
- iv. Integrated human resource information management system improves efficiency in human resource management;
- v. Proper coordination and collaboration in intergovernmental and interagency is critical to the successful implementation of reforms in the urban sector;
- vi. Comprehensive and sustained implementation of strategies is essential for success in the reform agenda; and
- vii. Delivery of quality urban services to citizens requires an efficient, effective, ethical and equitable public service.

2.3 Sustainable population growth

Sustainable population means balancing consumption, technology choices and human numbers in order to live within the resources of the community. It entails maintaining a stable and healthy urban environment for both humanity and biodiversity.

The world population has surpassed the 7 billion mark and is projected to grow to over 9 billion by 2043. Population trends today are characterized by an increasing divergence across countries and regions. Whereas many of the poorer countries continue to be characterized by rapid population growth, others that are more advanced in their demographic transition are experiencing an ageing population and even population decline in some cases.

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Furthermore, the world is witnessing increasingly complex international migration patterns and many countries continue to experience very high rates of urbanization. This population dynamics influence development at the county, national, regional and global levels.

Thus, the challenge of the century is to solve the problem of meeting the increasing needs and expectations of a growing urban population while at the same time modifying the current production and consumption patterns to achieve a more sustainable development model and address the links between development and rapid population change.

To contribute to sustainable population growth, the county urban management will promote economic transformation through development policies that support inclusive housing and social services; a safe and healthy living environment for all; affordable and sustainable transport, energy, water and sanitation. The balanced development between the urban and rural regions will be factored into the sustainable development agenda. The important role of County governments in setting visions for sustainable urban and human settlements will be emphasized.

2.3.1 Situational Analysis

The county population growth rate is estimated at 3.1% per annum, with disparities among urban and rural areas. The county therefore continues to experience demographic and development challenges associated with a rapidly growing population including high dependency ratio, rural-urban migration and unemployment. The county has not fully implemented the provisions of the National Population policy that among other issues call for investment in family planning and empowerment programmes, provision of food and nutritional support and enhancing access to reproductive health care services.

2.3.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- i. Demographic dividend has been identified as an opportunity for addressing the myriad of socio-economic challenges like overpopulation and unemployment in the county.
- ii. Promotion of Population, Health and Environment (PHE) approach to sustainable development.
- iii. Increasing number of older persons due to increasing life expectancy resulting in more need for social security including health insurance and regular income.
- iv. Societal transition from extended to nucleus family resulting in more need for long term care for the elderly and increasing number of street children and families.
- v. 2030 Agenda for Sustainable Development Goals (SDGs) in September 2015 that relate to Population, Urbanization and Housing.

Challenges

Some of the challenges faced by the county government include;

- i. Rapid urban population growth rate in relation to the available resources.
- ii. The youthful population is highly mobile in search of education and employment fueling rural – urban migration and international migration.
- iii. Teenage pregnancy limiting achievement of population and health targets among others
- iv. High dependency ratio especially the high child dependency ratio.
- v. Low male participation in family planning and reproductive health.
- vi. Increasing youthful population in need of basic services.
- vii. Increasing absolute numbers of the elderly with inadequate social support systems.

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- viii. Inadequate awareness on population and development inter-linkages.
- ix. Inadequate integration of population issues in development planning.

Lessons Learnt

- i. Mobilizing domestic resources is key to implementing sustainable population programmes.
- ii. Implementing population programmes requires a multi-sectoral approach due to their cross-cutting nature. Programmes need to take into account the population dynamics in their planning and implementation.
- iii. The demographic dividend provides an opportunity that can be harnessed to spur socio-economic development.
- iv. Addressing housing shortage for the low income segment requires the intervention from the county government as market forces leads to oversupply of housing for the high end segment.
- v. Integrated development planning (Spatial plans, Sectoral plans, towns and Urban plans) leads to well-planned towns and urban areas with the required services and amenities.

2.4 Diversity, Inclusivity & peaceful coexistence

The inclusion of different ethnic and cultural diversities helps develop new ideas and establish new business relationships to foster the growth of respective nations. Involving minorities and communities of interest in decision-making legitimises the final policy results. The result of cultural connections and interactions provides a vast space for the exchange of goods and services, communication and learning needed for economic growth.

Our urban management structures takes cognisance that peaceful co-existence requires strong institutions, comprehensive policies and a national effort to govern the complex relationships among diverse ethnic groups. Our urban governance will honour and promote diversity and the human rights of all. No culture can live if it attempts to be exclusive.

2.4.1 Situational Analysis

The county is cosmopolitan and this richness in diversity is evidenced by varying cultures, cuisines, religions and socio-economic attachments to services and facilities such as schools, hospitals, religious organizations, entertainment joints and transportation. Communities in the county live side by side in peace and are united by the common needs that need to be addressed including but not limited to; safe portable water, resilient transport network, food and nutritional security, security and safety, wealth and employment creation, enhancing access to quality health and educational services and promoting environmental sustainability.

2.4.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- i. Cultural and creative arts are emerging as the fastest growing industries of our economy and offering sustainable employment to youths in the county. However, there is need for a baseline survey to establish the number of actual employment opportunities created by the sector.
- ii. Emergence of the need to promote understanding of diversity and identity based conflicts due to ignorance especially in the local villages.
- iii. Religious leaders and societies have had a unique leverage for promoting peace and reconciliation among parties. They also have the capability to mobilize community support for a peace process.

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Challenges

Despite the fact that various strategies and policies have been put in place to promote diversity and peaceful coexistence many challenges have come up. They include;

- i. Lack of enough peace building programs carried out to promote peaceful coexistence among communities
- ii. Lack of comprehensive policies which govern complex relationships among diverse ethnic groups
- iii. Ignorance on the benefits of diversity within the local communities.
- iv. Lack of adequate cultural infrastructural facilities has hindered nurturing and enhancement of cultural activities within the county.
- v. Continued radicalization, recruitment and indoctrination of Kenyans especially youth into terror organizations and proscribed groups

Lessons learnt

- i. A cohesive county must not only be anchored on unity but also on values such as freedom, justice, equality and human rights.
- ii. Diversity within the county should be recognized as a source of strength rather than a weakness
- iii. Cohesion brings about institutional cohesion and promotes the building of a strong institutional identity within the county

2.5 Sustainable utilization of the environment and natural resources

Over the last decades, the use of primary resources has been increased due to the growing global population, the improvement of economies and a new lifestyle, which is changing the habits of populations from high income and developing countries. However, some goods such as fossil fuels, free lands, metals and mineral reserves are mostly limited while renewable resources such as water and recyclable materials are commonly mismanaged. As a result, the sustainable use of resources is becoming mandatory for the development of current economies in a viable way, in order to maintain a clean environment for a long time.

The main solution suggested is the inclusion of the Circular Economy in the current and future management plans. Thus, the use of recyclable materials, the inclusion of renewable energies, the treatment of wastewater for its reuse, the construction of new facilities adopting green policies are all solutions recommended for enhancement of new economies in a sustainable manner and by viable means.

The sustainable use of the environment and natural resources in the County will seek to be inclusive, transparent and effective to contribute to common solutions related to global challenges. This CUIDS recognizes that effective governance at the county, national and regional levels is critical for advancing sustainable development. The strengthening and reform of the institutional framework at the County level, will respond to emerging sustainable development needs.

2.5.1 Situational Analysis

Bungoma County is endowed with numerous natural resources including rivers, mountains, forests and hills. The county has implemented various projects and programmes such as Mt. Elgon region Environment Conservation Project (MERECP), Agroforestry technologies and CDTF conservation programmes for efficient use and management of the environment and natural resources. Issues of environmental degradation have been addressed through trainings on land management, solid waste disposal and water conservation to maintain productivity on the county's economy.

2.5.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- i. Environmental degradation
- ii. Inadequate enforcement of laws and regulations
- iii. There is a need to increase emphasis on the sustainable use of natural resources
- iv. There is a need for coordination between government agencies, NGOs and the public for the proper management of environment quality and to achieve sustainable development in the county
- v. Inadequate institutional capacity to enhance environmental stewardship within the county

Challenges

- i. Rapid environmental degradation due to rapid population growth
- ii. Inadequate system of solid waste disposal and sanitation with consequent adverse impact on health, infant mortality and birth rate
- iii. Climate change has resulted in frequent droughts, declining water volumes for irrigation, floods, landslides and extreme weather-related incidents
- iv. Drastic climatic changes resulting to changes in weather patterns

Lessons learnt

- i. Devolution has had a positive impact on drought risk management by reducing vulnerability and improving timely responses.
- ii. The achievement of sustainable development demands the integration of environment and development.
- iii. Capacity building is critical for successful implementation of projects and programmes

2.6 Enhancing Human Capital Development

Human capital consists of the knowledge; skills and health that people accumulate throughout their lives, enabling them to realize their potential as productive members of society.

Human capital development requires investing in people through nutrition, healthcare, quality education, jobs and skills. An investment in human capital pays off in terms of higher productivity.

The factors that determine human capital include: skills and qualifications, education levels, work experience, social skills, talents, abilities, training, intelligence, judgement, wisdom, personality, habits and creativity.

Technology has disproportionately reduced demand for less skilled workers while raising the premium on high order cognitive skills. Many leading economies are transitioning towards recalibrating their education systems and reviewing their core processes to match future needs of the changing nature of work. This is what we, as a country and a county need to prioritize. The county can focus its primary interventions in education on revamping the Vocational Training sector to address changing manpower needs. The Human Capital Index (HCI) measures the expected productivity of a future worker, relative to the benchmark of complete education and full health.

Importance of human capital development

- Reduces Structural unemployment
- Quality of employment is higher for the highly skilled and creative workers

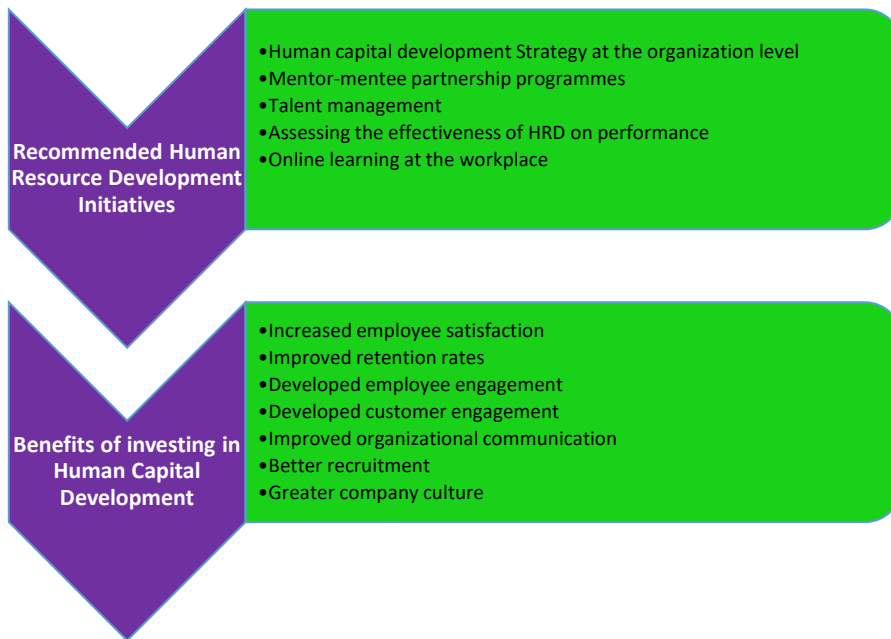
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- Long term economic growth depends increasingly on improvements in human capital
- Reduces human capital flight- skilled workers move from low income countries to higher income countries
- Sustainability - we should leave enough resources to future generations so as they may have diverse opportunities

Figure 5: Policies for enhancing human development through work



Figure 6: Human Capital Development



2.6.1 Situational Analysis

Though remarkable progress has been made in human capital gains over the past 25 years, half the world's population cannot access quality health services; 155M children under the age of 5 are stunted globally; > 260M children are not in primary or secondary school; 4/5 people living in poverty are not covered by a social safety net and technology is rapidly changing the jobs frontier.

Kenya was ranked 4th in Africa and position 94 globally in the 2018 human capital index report by the World Bank with an index of 0.52. This implies that the expected productivity, as a future worker of a child born in Kenya is 52 per cent of what it could be with complete education and full health.

The formal sector employment accounts for less than 20% of the County's labour force while the rest are wage earners in the informal sectors such as small and medium enterprises, housing, agriculture and rural development. To facilitate human capital development and economic competitiveness the county intends to invest in the production of competitive human resources through education, training, experience and exposure.

2.6.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

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- i. Redundant workforce due to the emergence of technological advancements which perform most of the tasks previously allocated to the employees.
- ii. Unions have lost their imperial position and importance due to many issues like political interventions, lack of financial stability and lack of interest from members
- iii. Emergence of a diversified work force has led to an increase organizational conflicts due to the difference in age groups, personality, profession and work culture
- iv. There is need to upgrade the industrial security systems due to an increase in both physical crimes and cybercrimes.

Challenges

- i. Rampant strikes in the health and education sectors halting several public service delivery.
- ii. Increased insecurity within the work places.
- iii. Low human and financial resource capacity;
- iv. High unemployment rate especially among the youth;
- v. Limited number of industrial training centres and outdated curriculum;
- vi. Lack of a harmonized skills development framework;
- vii. Weak linkages between industry and training and research institutions.

Lessons Learnt

- i. Wide Stakeholder support is key in the development and implementation of programmes.
- ii. Adoption of modern technologies is instrumental for efficient implementation of programmes.
- iii. The dual nature of ICT as an employment seeking tool and a jobs creator can be exploited to promote innovative job search and matching technologies which create employment opportunities.
- iv. Recent upsurges in disputes, especially in the public sector call for alternative dispute embrace changes resolution mechanisms which are accessible, cost effective and expeditious and at the same time preserve harmonious industrial relations.
- v. The world of work is fast changing and the jobs we have today might not be there tomorrow hence the need to in the world of work.

2.7 Promoting Science, Technology and Innovation

Developing countries have used science, technology and innovation (STI) to meet their healthcare needs, develop industries and overcome economic challenges. Political leadership is key in promoting the initiatives, domestic investments in the programs and resource availability to facilitate innovation and entrepreneurship. By developing a sound technological and industrial base, the county can meet its food, health, energy, housing and transport needs.

Steps to innovation in the County

- ✓ Legal and regulatory framework
- ✓ Human capital development
- ✓ STI infrastructure
- ✓ Innovation financing
- ✓ Promotion of technology innovators and entrepreneurs
- ✓ International collaborations

2.7.1 Situational Analysis

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The county government recognizes the key role played by science, technology and innovation in the county development process. Following Kenya Vision 2030, it is implementing the science technology and innovation framework in all sectors of the economy to increase the county's competitiveness, create employment and increase productivity. It also aims to apply science, technology and innovation to provide solutions that will enhance natural resource management for public safety, food security, as well as developing a sustainable tourism industry.

2.6.2 Emerging Issues, Challenges and lessons learnt

Emerging issues

- i. Rapid technological advancement in the area of digital technologies which shifted focus to the software development as an industry to tap the innovation potential of the youth as well as need for increased resources for innovation incubation and commercialization of digital technology
- ii. The dynamic nature of ICT in creating Emerging/New Technologies such as Internet of Things (IT), Big Data, Machine to Machine Communications, and Cloud Computing which pose new challenges in the governing, administration and regulation of ICT usage.
- iii. Revolutionized means of disposing waste products such as E-Waste disposal
- iv. Social media vices like fake news, hate speech and incitement that have far reaching impacts to the society.
- v. Cyber-attacks to critical ICT networks and infrastructure thus unauthorized access to and distorting sensitive information.

Challenges

- i. Inadequate safeguards against cyber-crime and ICT media abuse that have resulted to unauthorized access and even loss of valuable data.
- ii. Inadequate funding for research
- iii. Digital divide between the rural and urban areas
- iv. Slow adaption to harmonised services especially with the rapid changing technological innovations.

Lessons Learnt

- i. Upgrading the county government ICT infrastructure is paramount to cope with rapid technological advancement and access of quality information.
- ii. Promoting science and technology is essential as it plays a critical role in development. The benefits that arise from adopting advanced technologies especially ICT sector is key to socio-economic transformations in the county.
- iii. Development and implementation of security framework is paramount to eliminating data loss and protection of sensitive information.
- iv. The innovation potential of the youth to initiate and grow software development as an industry is improving and need to be enhanced

2.8 Increasing access to Quality Social Services

Every citizen, especially the most disadvantaged should be able to count on quality social services such as; early childhood education and care, long term care for the elderly, long term care for people living with disabilities, housing, social assistance (social welfare or benefits), training and employment services.

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The challenges to provision of quality social services include; rising demand for social services, pressure on funding of social services due to the economic and financial crisis, inconsistency between providers of cash benefits and of social services providers.

Quality social services are smart and sustainable investment as it helps to avoid personal challenges and crises, make people who are not in employment active again and cope with their personal challenges. An integrated social service delivery can improve both efficiency and effectiveness by developing people's skills and capabilities, improving the opportunities open to them and helping them use their potential to the full throughout their lives.

2.8.1 Situational Analysis

Schedule 4 of the constitution gives the county jurisdiction over health, sanitation, environment management, ECDE and vocational education. These are key social services which require sufficient funding and prudent management. Since they are also large consumers of the county budget, they require new and tested approaches in service delivery, including the need to utilize new materials, methods and forms of renewable energy in delivering results across the social spectrum.

The county expenditure on health services is approximately 25% of the total budget. Most of this expenditure goes to finance recurrent activities leaving little for development. The same scenario applies to education. Thus, the county has to formulate strategies for resource mobilization and budget rationalization to adequately provide quality social services.

2.8.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- i. The need to strengthen collaboration between the two levels of government in the provision of education resources in an effective and efficient manner;
- ii. Inadequate skills and competences of social workers and skewed distribution of the social works across the county;
- iii. Weak multi-sectoral coordination of programmes and projects in the sector;
- iv. Increasing number of older persons due to increasing life expectancy resulting in more need for social security including health insurance and regular income.
- v. Societal transition from extended to nucleus family resulting in more need for long term care for the elderly and increasing number of street children and families.

Challenges

- i. Rapid population growth rate in relation to the available resources thus rising demand for social services
- ii. Increasing youthful population in need of basic services.
- iii. Increasing absolute numbers of the elderly with inadequate social support systems.
- iv. Inadequate coordination framework on social protection and relief food management between national and county government;
- v. Insufficient financial pressure on funding of social services due to the economic and financial crisis, inconsistency between providers of cash benefits and of social services providers and human resources;
- vi. Unemployment, under-employment and skills mismatch due to increasingly diverse demand,
- vii. Harmful socio-cultural and religious practices and increased drug and substance abuse;

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Lessons learnt

- i. Mobilizing domestic resources is key to implementing sustainable population programmes;
- ii. Partnership approach is key for effective and efficient implementation of activities
- iii. Formation of a Youth Social Development Programme with an aim of reducing prevalence of drugs and substance abuse, irresponsible sexual behaviour, gambling, radicalization, cyber-crime and abuse of social media among the youth.
- iv. Empowerment programmes are key in achieving social success

2.9 Improving the Stock and Quality of Economic Infrastructure

Basic infrastructure enhances economic growth in three broad ways;

- i. By supporting the production of goods and services
- ii. By connecting people to each other and
- iii. By helping people secure basic needs like food, clean water, housing, health care and quality education.

Satisfying basic infrastructure needs by itself is not enough to sustain durable economic growth. In the long run, the key is in what the society does with its infrastructure to increase productivity.

2.9.1 Situational Analysis

The bulk of the county road network is unpaved leading to high transportation costs especially during the wet season when most of the network is rendered un-motorable. Water systems for urban areas are fairly developed with wide disparities in rural areas that depend on springs and shallow wells some of which are unsafe sources. The water service provider-NZOWASCO relies on electric pumping systems which are expensive as opposed to gravity systems. The county is dominated by two mobile phone service providers; Safaricom and Airtel, with majority of the population using the former because of its mobile money services – MPESA. Overall drainage systems in the county require re-designing to for resilience to emerging global climate change. Lastly, the county has two under-utilised Airstrips at Bungoma Town and Matulo, Webuye. An opportunity exists to expand Matulo Airstrip to enhance our aviation prospects and to convert the Bungoma Airstrip into a SME PARK.

2.9.1 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- i. Promotion of micro, small and medium enterprises and to mobilize savings and investment resources for County development;
- ii. Leveraging on Mt Elgon water sources to invest in domestic water and gravity-fed irrigation systems;
- iii. Grain storage without proper drying and chemical treatment.

Challenges

- i. Low agricultural productivity due to low application of modern technology and innovation, inadequate capital and demand-driven research;
- ii. Export restrictions on agricultural produce due to poor packaging, handling and damage during transportation.
- iii. Low access to credit hence inhibiting competitiveness and growth of businesses especially MSMEs.
- iv. Encroachment of land earmarked for infrastructure development.

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Lessons learnt

- i. There is need to continuously enhance linkages and build stronger collaboration with all the stakeholders in order to ensure food security and efficient service delivery.
- ii. Massive losses due to grain damage from high moisture content or weevils attack leads to the need to subsidize drying and storage charges to increase demand for use of NCPB stores;
- iii. There is need to ensure closer collaboration between the National and County governments on issues of capacity building, policy development and implementation;
- iv. Effective collaboration, networking and linkages between the government, the private sector and Development Partners is critical for successful implementation of key programmes
- v. Providing support to Micro, Small and Medium scale Enterprises (MSMEs) through creation of enabling business environment, provision of market information and infrastructure, improving transport systems and provision of affordable energy;
- vi. Maximizing irrigation potential by harnessing the waters of river Nzoia and all rivers that originate from Mt. Elgon using Gravity-fed irrigation systems a because of low cost of maintenance;

2.10 Enhancing the availability and quality of gainful employment

Gainful employment is characterized by nine components as given;

- ✓ Variety in duties performed
- ✓ Safe working environment
- ✓ Income for family and oneself
- ✓ A purpose derived from providing a product or service
- ✓ Happiness and satisfaction
- ✓ Positive engagement and involvement
- ✓ A sense of performing well and meeting goals
- ✓ Friendships at work
- ✓ An environment that respects and appreciates diversity

Unemployment continues to be a significant problem.

2.10.1 Situational Analysis

In Bungoma County, 14% of the residents are with no formal education, 10% of those with primary education and 19% of those with secondary or above level of education are working for pay. Most people in the county are self-employed, running SMEs and agribusinesses. The county has measures to expand trading activities as well as provision of affordable credit in the form of financial and non-financial support to the business community as well as exploiting the PPP approaches for enhanced outcomes.

Strategies for Creating Work Opportunities

The challenge of joblessness is a rampant one. Given the enormity of the problem, a piecemeal approach to promoting work in its various dimensions is unlikely to bear fruit. More comprehensive employment strategies are required, with focus on creating more and better quality work for women and men. Such an approach, which places the needs of people at the core of the economic policy, should be the centrepiece of the county's development strategy.

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In order to address the problem of unemployment the county will be guided by following broad policy choices in box I

Box I: Broad Policy Choices

1. Setting an employment target

2. Formulating an employment-led development strategy

- i. Removing barriers critical to employment development
- ii. Strengthening links between small and medium-sized enterprises (typically labor intensive) and large (capital-intensive firms)
- iii. Upgrading workers' skills over the life cycle.
- iv. Focusing on sectors where the poor live and work
- v. Designing and implementing a conducive legal and regulatory framework to tackle informal work.
- vi. Adjusting the distribution of labour and capital in public spending to create jobs.

3. Moving to Financial Inclusion

- i. Steering credit towards unserved, remote areas and targeted sectors.
- ii. Harnessing modern technology to promote financial inclusion

4. Building a supportive macroeconomic framework

- i. Building fiscal space through comprehensive tax administration and efficiency in resource use
- ii. Promoting an enabling business environment.
- iii. Ensuring high quality infrastructure, including roads, electricity and telecommunication
- iv. Adopting a regulatory framework that encourages competition, enhances efficiency and ensures transparency and accountability for business
- v. Restructuring budgets to allocate resources to job-creating sectors to enhance human capabilities and to develop infrastructure.

5. Seizing opportunities in the changing world of work

6. Providing workers with new skills and education

- i. Upgrade and shift ways of living, thinking and tools for working
- ii. Designing and implementing a fit-for-future learning system
- iii. Increasing access to tertiary education
- iv. Upgrading or re-orienting skills
- v. Using adult education programmes for continued learning

7. Innovating so that all income groups benefit

- i. Re-inventing work organization
- ii. Adopting complementary innovations

2.11.1 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- i. Emergence of green jobs whose creation requires an integrated framework;
- ii. The changing nature of the world of work
- iii. The County needs to prioritize investment to modernize agriculture into a viable commercial undertaking whilst also increasing the quality and supply of human resources across all sectors.

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- iv. Facilitating entrepreneurship, trade and industrial development

Challenges

- i. Limited number of industrial training centres and outdated curriculum;
- ii. Lack of a harmonized skills development framework;
- iii. Weak linkages between industry and training and research institutions and between MSMEs and Large Enterprises;
- iv. Lack of an integrated framework to guide the creation of green jobs

Lessons learnt

- i. Adoption of modern technologies is instrumental for efficient implementation of programmes.
- ii. The dual nature of ICT as an employment seeking tool and a jobs creator can be exploited to promote innovative job search and matching technologies which create employment opportunities;
- iii. The County needs to formulate a comprehensive job creation strategy that among others must address Rural All-Inclusive Growth and Development (RAIG);
- iv. The County in collaboration with the national government should formulate measures aimed at encouraging employment creation through corporate social responsibility (CSR), including expanding the national internship programme and promoting Information Technology (IT) enabled jobs.
- v. The private sector should be encouraged to create employment opportunities through adoption of business growth approaches.

2.1.1 Increasing Household incomes and promoting equity

Inequality is more likely to lead to political instability, uncertainty, less investment and lower growth. Equality on the other hand reduces poverty and leads to more human development (nutrition, education and health), with a more productive workforce, more innovation, larger domestic markets, greater exploitation of economies of scale.

2.1.1.1 Situational analysis

Most people in the county depend on agriculture and live under a dollar per day. High poverty level poses a great challenge to the existing scarce resources, investment and sustainable production. The County is dominated by micro and small business enterprises and has over 350 market centres of different sizes spread all over.

2.1.1.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- i. Weak project selection and prioritization affecting productivity of investments;
- ii. Increases in food prices and prices of basic items resulting in high cost of living. These have led to agitation and pressure for upward wage adjustments and non-productivity related higher remunerations;
- iii. There's need to improve agricultural produce and productivity and agricultural markets and value addition for prioritized commodities

Challenges

- i. Reduced farm income due to multiplicity of taxes by the national and county governments;
- ii. Poor infrastructural network in the rural areas increasing the cost of transportation;

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- iii. Regional and gender disparities in access, completion and transition;
- iv. Increased inequality on resource access, ownership and control at household level and in agricultural value chain.

Lessons learnt

- i. The County needs to provide a balance between access to credit facilities and market stalls, including workshops with common shared tools and equipment.
- ii. Strengthening the capacity of state and non-state actors to mainstream equal opportunities and affirmative action in all policies and laws to promote equality.

During the Strategy period the county will pursue wealth creation strategies as highlighted in box 2

Box 2: Wealth Creation Strategies

- Supporting private sector investment along the value chains in the development priority areas to boost the small and medium scale industry.
- Promoting value addition with the consideration to banning the export of raw industry inputs and impose export taxes on semi-processed inputs
- Develop a comprehensive human development capital Strategy to promote the long term quality of the employment.
- Develop and operationalize the Labour Market Information System.
- Develop a National Local Content Policy to build the capacity of local labour, businesses and producers for county development.
- Develop programmes targeting youth involvement in public works
- Develop centres of excellence in skills identified along the value chains
- Develop skills development programmes that are tailored to the industrial development strategy of the county.

2.12 Optimizing local technical knowledge

Local technical knowledge forms the basic level of decision making in Agriculture, healthcare, food preparation (Gastronomy), education, natural resource management and other social, spiritual and religious. It is knowledge system closely related to survival and subsistence of the local communities. It is both symbolic (Based on spiritual rituals, religious practices, taboos and naming etc.), and experiential (travelling, foraging, residence etc.). The knowledge is based on a dynamic and sophisticated understanding of local communities surrounding. It helps local communities to define their problems and seek solutions through local experiments and innovation, including evaluating and learning from appropriate technologies elsewhere.

Some of the local expertise that has been applied in the county widely includes;

- i. In Housing – floor materials; Cow dung, clay and timber
Walling materials; Mud, unbaked bricks, natural stones, baked bricks
Roofing materials; Grass, reeds
- ii. In Transportation – Oxen, donkeys, handcarts, wooden carriages, porters
- iii. In cooking energy – Firewood, biomass, wooden briquettes
- iv. In lighting energy – Grass, Firewood, tin lamp
- v. In communication – drums, smoke, horns, messengers, wailing, bells
- vi. In health and well-being – Traditional Birth Attendants (TBAs), herbal medicines, herbalists, witch doctors, Traditional circumcisers

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2.12.1 Situational analysis

The county government promotes local knowledge through industries such as Juakali, masonry and use of traditional medicine. Most people are educated hence diminishing the use of local knowledge as it is viewed as primitive thus the passage of this knowledge through generations is minimal. However there are over 100 TVET institutions in the county which ensure quality teaching and learning of local technical knowledge.

2.11.3 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- i. The county government in collaboration with national government should promote skills and crafts developed using local knowledge through hosting shows and exhibitions;
- ii. Saturation of unemployed graduates in the job market whereas they could have used local knowledge to create employment;
- iii. There is a mismatch between the level and type of skills imparted by training institutions and the requirements of the labour market;
- iv. Skilled based training should be pursued through the universally tried and proven conduit of TVET institutions

Challenges

- i. Lack of adequate capacity in TVET institutions in terms of teaching staff and learning equipment;
- ii. students have a bias/poor perception and recognition of technical courses because they believe that they are of low value than professional courses which promise a higher paying job as well as a higher social status;
- iii. There is a consistent decline in the quality of training offered in training centres as a result of declining number of quality trainers and a lack of modern and efficient machine and equipment;
- iv. there is a lack of relevance in skills taught that match with occupational and social realities present in today's economy. Some training centres continue to teach skills that no longer have a market and ignore those that do have

Lessons learnt

- i. There's need to ensure effective participation of elderly persons and senior citizens in the social economic development of the county by tapping their rich experiences and knowledge;
- ii. The real estate sector should conduct disseminating research in improving housing and building materials leveraging on indigenous knowledge in local construction materials.
- iii. The County needs to encourage enrolment in TVET institutions to meet the instructors-trainee ratio of 1:60 for artisans and craftsmanship, 1:12 for technologists and 1:3 for engineering courses as recommended by Ministry of Higher Education, Science and Technology.

CHAPTER THREE:

THE ECONOMIC PILLAR

3.1 Overview

The county has substantial potential for optimizing value generated from the economic pillar to enrich both rural and urban livelihoods. The economic pillar generally covers issues of trade, industry, tourism, Agriculture and livestock, Manufacturing, financial services, the Blue economy and the Digital economy. The pillar benefits the county transformative processes as illustrated by figure 7;

Figure 7: County Transformative Processes



Picture of the desired County Economy

Under the CUIDS 2023 – 2027, manufacturing and services are expected to dominate the structure of county output, while gross investment is expected to increase, and the infrastructure base of production is expected to improve considerably as projected in figure 8.

Figure 8: Projected County Output

Sector	Existing share of output (%)	Projected share of output by 2040 (%)
• Agriculture	• 70	• 10 - 20
• Industry	• 5	• 20 - 40
• Manufacturing	• 8	• 10 - 30
• Services	• 15	• 30 - 75

3.2 Transport and Infrastructure

The transport sector, comprising the Railways, roads, ports, civil aviation and Courier Services, has been and will continue to attract the County Government’s intervention. Given the transport sector’s fundamental contribution to economic growth and social welfare, State intervention is perceived to be necessary, as in the case of many other infrastructure sectors. This is because of the market failure hypotheses, high risk perception emanating from long gestation periods, irregular revenue flows, higher average debt-equity ratio, and economies of scale as well as substantial sunk costs reflected in the high costs of entry and exit, in turn, leading to (natural) monopolistic tendencies/practices.

Road investment planning and financing in Kenya is the responsibility of both the National and County Governments, with the former being responsible for the construction, operation and maintenance of the National Highways (NHs) and the latter for all the other type of roads categorised as class D and other Major County Roads (MCRs).

Observations:

Urban road networks are not well resourced, often lacking maintenance budgets. Road networks investments have not kept pace with increase in road traffic leading to higher transportation costs and adverse impact on the National and international competitiveness of the County Economy

The allocation for the road sector has averaged -% of the total county budget since the onset of devolution. Expenditure on roads is only about one-third of the total revenue raised through road taxes and related levies. The balance is used to finance other expenditures;

Lack of maintenance has been the most important factor contributing to the deterioration of the road infrastructure of the county. Other factors, such as poor drainage, encroachment on road reserves, lack of enforcement of axle loads for roads and bridges, have also accelerated the deterioration in the quality of the infrastructure.

The large volume of heavy duty trucks plying the road network with heavy and bulky loads such as construction materials have also contributed to the bad shape of the roads.

Economic losses arising from bad (main) road conditions were estimated at Kshs 10 billion in 2022. Besides, there are security, safety and pollution problems;

Only user taxes have been tapped as a source of financing road infrastructure in Kenya, though there has been private financing of a few projects. Public Sector ownership, management and

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financing of the transport sector suffers from several forms of inefficiencies and has been found to be unresponsive to user demand. Further, services are usually priced below costs which impedes the generation of adequate internal surpluses, in turn, leading to excessive dependence on budgetary support. The County obtains little or no benefits from the Mombasa-Malaba railway line transversing through it, signalling the need to seize the opportunities offered by the line. There is potential to develop a logistics and cargo hub at Lwakhakha border point.

The County Government strategy is to develop the road transport in order to have an effective, efficient and secure road network, step up road transport safety and regulation that is aimed at developing and implementing road transport policies for an efficient, effective and safe transport system. The enhanced road network connectivity across the county subsequently enhances trade, commerce, agricultural productivity and regional trade.

It is clear that the need for substantially larger allocations of public funding for the maintenance of the road network is one of the major challenges in the years ahead. Current estimates of costs per km for appropriate levels of routine and periodic maintenance suggest that if the entire urban road networks were in good condition and therefore subject only to routine and periodic maintenance, the annual budget requirement would be about Kshs 100 Million for routine maintenance and Kshs 50 Million for periodic maintenance. Current levels of spending on maintenance of the urban road network are about 10 percent of these requirements.

The County Urban Road design standards have not kept pace with;

- Increasing traffic volumes and vehicle weights and poor axle load control that is causing significant damage to the existing road network.
- Upsurge in motorcycles and tri-cycles that are contributing to the high accident and casualty rate on all roads.
- Administrative and other bottlenecks on transport routes and at revenue crossings that slow the movement of goods and people and raise transport costs

There is an increasingly clear understanding within the County that sustainable improvements in urban mobility cannot take place without the implementation of proactive policies in favour of public transport development.

Proposed Strategies

Within the transport sector various strategies and Strategies have been developed to create an enabling transport environment that would support economic growth. The success of these strategies and Strategies typically requires a sound roads environment that would enable their successful implementation.

Optimal utilization of the County Roads Equipment and Human resources

Section 109 of the Public Procurement and Disposal Act of 2015 provide for the use of Force Accounts to undertake public interventions that utilize the county own internal resources for works costing under five Million Kenya Shillings.

The same law provides that procurable under such works such as hand tools and gear and related accessories must be sourced through other procurement methods such as quotations or direct procurement for efficient and effective delivery of the desired results.

The County Government has acquired six road graders and assorted roads equipment which provide significant leverage on roads maintenance works. In order to improve urban road network within a reasonable time period, it is essential to map out the urban roads that need fixing followed by preparing details of the works to be executed including cost estimates,

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specifications and time period for execution. All the county graders can then be deployed to work in one town or area on the earmarked roads.

Improving institution based access roads (schools and health facilities)

One effective way of spreading the fruits of devolution is to invest in infrastructure and facilities used by thousands of pupils/parents/guardians/teachers/citizens on a daily basis. Improving access roads to schools and health facilities not only enhances access but also improves emergency response and security of these facilities.

Improving all urban access roads to estates

Currently almost all access roads to urban estates are in poor condition. Some of the estate roads have never been worked on since the onset of devolution. Thus improving these roads will bring immediate benefits to the people and improve mobility and emergency response.

A dedicated Roads Development Fund

A dedicated road infrastructure fund is considered to potentially help alleviate the sub-optimal allocation between capital and operational budgets for road infrastructure. A funding model for roads administered by the Department of Infrastructure and Public Works is possibly the most optimal way to deal with road challenges in the County. Ideally such a fund should also address infrastructure needs for sub-counties and urban areas. An example of this fund is the Mechanical Transport Fund (MTF) that could be utilized to lease road construction equipment from the private sector to undertake planned works for an agreed period of time through a memorandum of understanding or leasing agreement.

Road maintenance however must be regulated at all spheres of the County government with at least 7% of operational budgets set aside for maintenance of infrastructure. As an enabler for social and economic development, some specific outcomes are required from the implementation of a roads infrastructure policy. These include the following:

- Increased jobs and skills development
- Development of technical expertise within delivery authorities/ entities
- Streamlined and regulated freight movement
- A move of certain freight from road to rail
- Safer roads
- Increased funding with improved governance
- Clarity of duties and responsibilities across the various spheres of government and agencies
- Increased accessibility in urban areas
- Policy certainty with clear and concise regulatory framework
- Enabling environment that will allow the successful implementation of other transport modes and strategies
- Integration of road transport with other transport modes and other economic activities
- Regional integration within the East African Community (EAC) environment
- Alignment with national developmental priorities

Creation of a specialized County Roads Agency

The County may create its own Roads Agency with a mandate to Strategy, design, implement, rehabilitate, construct and maintain the county roads network. In this case, the County Department of Infrastructure, Roads and Public Works shall retain the overall oversight and setting of standards.

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County Integrated Roads and Transport Strategy

Good resilient road network is an enabler of development and the much needed transformation. This is because of its facilitative nature across all the sectors for the movement of goods, services and people.

In addition, the expected growth in the vehicle fleet has major implications for the development of road infrastructure: the fleet of 2- and 4-wheel motorized vehicles is projected to grow steadily at an average of 5% per annum. The number of 4-wheel vehicles per km of road will increase to about 1 million within 5 years.

The proposed main objectives for urban roads development are;

- Develop an urban road infrastructure management Strategy;
- Reconstruction, rehabilitation and selective upgrade of existing urban infrastructure in poor or failed condition;
- Construction of pedestrian lanes and walkways where applicable to separate motorized traffic from pedestrians;
- Upgrading of a number of urban feeder roads to expand traffic capacities;
- Construction of new urban roads and installation of furniture and
- Rehabilitation of urban road networks and a modest expansion of the secondary networks to cope with continued rapid urbanization.

Funding Sources and Related Challenges.

The County Government has been the primary financier of infrastructure projects. It has often taken the responsibility for construction, operations and maintenance as well. These arrangements have been volatile due to unstable budget allocations failing to meet crucial infrastructure needs, and have proved to be unsustainable. One consequence of this situation is that, infrastructure development in County has been underfunded for many years.

Types of Funds Available for Transport Infrastructure and Services.

There is gradual recognition that budget allocations may not be the best way to finance and execute infrastructure development. Budgetary allocations may include the funds appropriated by the County Assembly as well as emergency funds that may be used to address emergency repairs of the road network. Methods for public and private financing of infrastructure development in various parts of the world have evolved to meet the emerging priorities and requirements that range from feasibility and project initiation financing to construction and longer-term operations

The forms that have recently been encountered in international project finance include infrastructure funds, non-recourse or project finance, project bond funding, guarantees or credit enhancement programs, joint ventures, and public private partnerships (PPPs). Large pension funds and insurance firms have also created a number of special purpose international investment funds for infrastructure projects.

Quite a number of these facilities operate in Africa, including the Africa Infrastructure Fund (AIIF), the Emerging Africa Infrastructure Fund (EAIF), the Pan-African Infrastructure Development Fund (PAIDF), and the EU-Africa Infrastructure Partnership Trust Fund. Recently, the African Development Bank (AfDB) proposed the roll out of an Africa50 Fund to explore opportunities for financing Africa's Infrastructure. In July 2013, US President, Barack Obama announced the Power Africa Initiative which would also explore latest technologies that provides efficient and reliable power to national grids in Africa.

Action Strategy for Transport Sector

Roads.

- About 300 km of the existing urban road network (equal to about 75 percent of the total urban network) would be rehabilitated and selectively upgraded, including rehabilitation and upgrading of the tertiary network that serves rural communities.
- Some 50 km of existing Urban roads will be graveled and fitted with resilient drainage systems.
- 10 km of Mumias – Bungoma road starting from Kabula to Kanduyi will be dualized, in order to reduce congestion.
- In addition, by-passes to Siritanyi and Mabanga will be constructed to reduce pressure on road C-33.

Urban Transport. The proposed program includes a program for the 3 wards located around Bungoma town namely: Khalaba, Township and Musikoma; and Kimilili, Kibingei, Maeni and Kamukuywa for Kimilili Municipality.

- Repair the 500 km of County Urban roads by 2030, with almost 90 percent of the network paved.
- Pave 1000 km of new roads by 2030
- Execute periodic maintenance works on 1000 km of urban roads in fair condition.
- Execute routine maintenance on 2000 km of roads using labour based approaches.
- Develop integrated mass systems to service entire urban areas emphasizing bus and organized small PSV versions to meet the growing needs for urban transport throughout the county. The program will include; modernizing the existing PSV and minibus fleet (funding to be provided by private sector commercial banks); and building 2 new bus parks; and 5 long trucks parking zones along the Webuye – Malaba highway.

Rural Transport

- Repair the 1000 km of County Rural roads by 2027, with almost 90 percent of the network graveled and compacted
- Pave 1000 km of rural roads by 2030
- Execute periodic maintenance works on 1000 km of rural roads in fair condition.
- Execute routine maintenance on 2000 km of roads using labour based approaches.

Flagship projects

- Resilient Integrated Transport Infrastructure programme
- Webuye and Lwakhakha Logistics and Cargo Facilities

3.3 Trade

Trade sector plays a significant role in the country's growth and development through its contribution to the Gross Domestic Product (GDP). The sector has linkages with all other sectors of the economy by creating a channel through which goods, capital, technology and services move from the producers, manufacturers and to the final consumer. In addition, Trade creates employment opportunities in the informal, retail, and wholesale trade sub-sectors thus contributing to poverty reduction by making it possible for many unemployed youths, women and vulnerable groups in society earn a living. By encouraging and supporting Medium Small and Micro Enterprises (MSMEs) to participate in exports of merchandise to the international markets, the sector enables them access more favourable prices in these markets.

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Due to the importance of the sector in contributing to economic growth and poverty reduction in the country, the sector has been prioritized among other sectors to contribute to the envisioned 10 per cent economic growth and the realization of social economic development and equity. During the Third Medium Term Strategy 2018-2022, the sector has identified several projects and programmes whose implementation will support growth of GDP and poverty reduction.

The full implementation of the Strategy will not only depend on the sector but also on all stakeholders who participated in developing the Strategy.

During the Strategy period, the sector is envisioned to integrate socio-economic policies and programmes for a competitive and vibrant economy. This is due to its contribution to socio-economic growth and development, employment creation, poverty reduction in line with Vision 2030, African Agenda 2063 and the Sustainable Development Goals (SDGs).

Flagship Projects

1. SME PARK at Bungoma, Kimilili and Cheptais
2. Tier One Markets in Webuye and Kimaeti
3. Integrated rural solar project
4. Dry port at Lwakhakha.

Other Projects and programmes

- i. Market infrastructure upgrade programme
- ii. Exports promotion programme
- iii. Co-operative Development programme
- iv. Enforcement of fair trade practices
- v. Public Private Partnerships (PPP) mainstreaming
- vi. Market networking programme
- vii. Trade Negotiations and Advisory Services

3.4 Industry

The industrial sector in Kenya is expected to play a critical role in propelling the economy a 10 per cent growth rate, in line with the aspirations of Vision 2030 and in supporting the country's social development agenda through the creation of jobs, the generation of foreign exchange, and by attracting foreign direct investment.

The county industrial landscape is mainly agribusiness with Nzoia Sugar Company being the largest. Other factories include; Rai Paper, Malakisi Tobacco Leaf Centre, Webuye Heavy Chemicals industry, Milk Strategy and large bread bakeries and small coffee factories.

The transformation of the industrial sector will be based on a vibrant and competitive light manufacturing sub-sector. The recently inaugurated **Bungoma Industrial and Aggregation Park** fits well into this outcome. The focus will be on encouraging private sector to establish footprint at the park and in diverse value chains such as:

- a) agro-processing; building and construction;
- b) health and pharmaceutical products;
- c) metal fabrication, foundries and agriculture tools;
- d) minerals processing including quarrying and sand harvesting;

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- e) everyday consumables including safety matches, toothpaste and toiletries;
- f) packaging materials including bottles;
- g) non-metallic products including bricks, roofing tiles and pottery;
- h) leather and footwear; and
- i) textiles and garments.

The industrialization effort is achievable through accelerated technology-based manufacturing. This is however constrained, among others, by: limited supply of raw materials from local sources for local industries; inadequate and unreliable energy supply; weak linkages between agriculture and industry; obsolete and inefficient technology; and limited access to long-term finance. The county endeavours to address these issues through enhanced collaboration and partnerships with the National Government and private sector.

Flagship Projects

1. Cottage Industries Zones
2. Sanga'lo Industrial and Aggregation Park
3. Enterprise development and innovation
4. Investment promotion programmes

3.5 Tourism

The tourism sector has demonstrated high potential for generating revenue and employment at a low cost, implying a high return on investment.

Our tourism sector is mainly nature dependent and with the advance of climate change impacts such as high temperatures and prolonged droughts, pose a threat to temperature sensitive vegetation and animal species. Therefore emphasis will be on harnessing and developing tourism products that are climate resilient to ensure the sustainability of the sector and the market segment that thrives on natural products.

Special attention will be on promoting and strengthening inter-sectoral linkages and co-ordination that enhances value chain development.

The identified tourism regions should continue to be used for Strategic developments, and the sideways linkages between leisure tourism and agriculture, mining, and industrial development; urban corridors and high quality rural areas that are evident in the long term Spatial Framework should be developed during this period. During this Strategy period, therefore, tourism policies should be extended and adapted towards the business and leisure needs of a modern, industrialized county by 2040, recognizing the key role which the sector plays in marketing Bungoma as whole and providing facilities for visiting foreign, and local investors to economic development areas and sites.

Investment in tourism will be based on the value chain whose major stages are: Pre-visit services, transportation; information and reception; hospitality and conferencing, as well as, tourists' attractions and amenities.

In order to increase the tourism potential at the pre-visit service stage, investment will focus on the following:

- a) aggressive marketing of the prioritized tourism products in all source markets;
- b) promotion of domestic tourism through cultural, regional cluster initiatives and national events;

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- c) enhancing women entrepreneurship and employment in cultural and creative industry as well as agro-tourism;
- d) diversifying the county's tourism products by developing tourism products that are less vulnerable to climate change.

County Government in partnership with the private sector will focus on increasing the quantity and quality of accommodation facilities, improving the quality of related services, such as skilling the staff in the hospitality industry as well as investing in the provision of reliable and affordable sustainable energy, water, and ICT facilities in tourism development areas.

To facilitate excursions, the County in collaboration with the National government will intensify the provision of security and protection of tourists and tourist attraction sites; and invest in improving infrastructure in the national parks, combat poaching and eliminate the problem of wildlife dispersal to ensure maximum exploitation of tourist attractions and amenities.

The sector's contribution to wealth creation and employment will be achieved through supporting and developing synergies along the tourism development value chain. Consequently, the sector's key focus areas over the Strategy period will include: aggressive marketing for tourism; product development and diversification; human skills development and improve coordination, regulation and management of the tourism sector.

Bungoma has considerable historical, cultural and ecological assets, which can be leveraged with the necessary support services to provide opportunities, particularly for the youth in the tourism sub-sector. The county Government will work closely with other stakeholders from the public and private sectors to vigorously promote domestic and international tourism.

The overall strategy for the development of the tourism industry will be underpinned by vigorous promotion of conferences, cultural, leisure, health and education tourism.

The structural constraints including infrastructural deficits, high cost of hotel accommodation and other services, skilled personnel and lack of appropriate tourism products will be addressed jointly by County Government and the private sector. The County will promote PPPs to mobilize both local and foreign investment in the development of requisite tourism infrastructure and facilities notably, hotels, resorts, eco-lodges, motels and rest stops, restaurants, entertainment and recreational facilities, tourist transport, shopping, conference and exhibition centres etc.

Other policy interventions will cover:

- a) improving global visibility of Bungoma and its tourism products;
- b) promotion of partnerships with the private sector in the development and management of facilities at the tourism sites;
- c) intensifying efforts to improve the capacity and quality of tourism personnel and services at all levels; and
- d) expanding and diversifying tourism products into areas such as health tourism, sports tourism, eco-tourism and wildlife tourism.
- e) Cultural tourism will also be encouraged through the expansion of tourism event attractions for instance the Mulembe Festival and other popular festivals.

Box 3 highlights some key tourism indicators in the county.

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Box 3: Key Tourism Indicators in the County

National Visitors arrival (2017) – 1,448,800

Through strategic Tourism Investments, the County can tap about 10% of the National visitor arrivals. Focus should be on visitors on holiday, business and on transit.

Hotel bed-nights occupancy in western region (2017) – 572,000

National Parks – 1 (Mt. Elgon)

Game reserve – 2 (Mt. Elgon Forest Reserve)

Museums – None, however potential exists to establish one at Chetambe Hills

Snake (Reptiles) Parks – None, but potential exists to establish multiple parks in collaboration with KWS

Historical sites - Chetambe Fort Ruins,

Conference tourism – available, though more investment is needed to raise standards in nature and wildlife, avi-tourism (Birding), cable cars, gliding services, monkey tracking, wildlife safaris, mountain hiking, hospitality and accommodation services, honeymoon services/packages, car hire services, air ticketing, day excursions, fishing safaris, travel guiding, culture, Heritage and Community safaris, adventure, Agro tourism and Ecotourism, Health and wellness, Conference Tourism, Golf Resorts, Business and events Tourism and International Tourism Camps

Training in hospitality – Offered in Institutes of Technology at Sang'alo, Kisiwa and Matili. Standards are still low and massive improvements are needed

Flagship Projects

1. Integrated Tourism circuit
2. Tourism Research and Development
3. Tourism Marketing
4. Tourism Protection and Regulation

3.6 Agriculture and Livestock

Agriculture has been and remains central to Bungoma economic growth and poverty reduction. It is a major source of raw materials for the manufacturing sector, a market for non-agricultural output and a source of surplus for investment. County Government's strategic investments for modernization of this sector will transform it into a springboard for socio-economic transformation. Through commercialization and provision of infrastructure to facilitate marketing, production and productivity will increase leading to increased competitiveness and profitability of the sector. This will lay the foundation for the establishment and expansion of agro-processing and consequently light manufacturing industries. As the commercialization and mechanization of agriculture picks pace, the human resource working in the sector will transfer to the manufacturing and service sectors with better wages, thus accelerating the pace of economic growth and transformation.

For this Strategy period, focus is placed on investing in the following agricultural enterprises along the value chain: Cotton, Sugar, Coffee, Tea, Maize, Rice, Cassava, Beans, Fish, Beef, Milk, Citrus and Bananas. These enterprises were selected for a number of reasons including;

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- a) high potential for food security and nutritional value,
- b) increased female labour force participation in cash crop production;
- c) high multiplier effects in other sectors of the economy;
- d) great potential to increase production and productivity through better management;
- e) high returns on investment;
- f) favourable agro-ecological conditions;
- g) high potential for regional and international markets; percentage contribution to GDP and high potential for employment generation.

To increase production, productivity and value addition, in the selected enterprises the following stages along the agricultural development value chain have been identified; production, transportation, storage, processing, as well as, marketing and distribution. These stages and the resultant interventions show entry points for the various players and key stakeholders to enable the county attain its long term objectives.

In order to increase agricultural production and productivity in the next 5 to 10 years, county government will focus on: strengthening research, identifying and building key human resource capacity; technology adaptation at the farm level including modern irrigation technologies; up scaling the transfer and utilization of food-production and labour-saving technologies for women farmers; enhancing extension services; increasing access to and use of critical farm inputs; promoting sustainable land use and soil management; increasing access to agricultural finance with specific attention to women. The current analysis of soils and fertilizer for specific crops should be extended to cover the whole county leading to a spatially differentiated programme for agricultural research, inputs and irrigation for priority crops.

To enhance transportation of agricultural products, investment will focus on improvement of the currently degraded stock of rural road network especially feeder, community and trunk roads, as well as, construction and upgrading of strategic roads along key routes to ease delivery of agricultural products to domestic and regional markets. During this period locations should be identified for storage and processing at or near farm gate.

To minimize post-harvest wastage and enhance quality maintenance, the Strategy promotes improvement of the stock and quality of storage facilities for crops at farm level and enhance utilization of the National Cereals Board silos, livestock and fish products to enable individual farmers and farmers associations to bulk clean, grade, and store their produce more effectively. Additional driers will be acquired to minimise post-harvest wastage.

To increase value-addition to agricultural products, this Strategy will focus on: promoting contract farming or out-grower schemes for high-value produce in order to enhance large scale agro-processing and ensure a steady supply of quality produce. In addition, County government will promote and support private investment in agro-processing of the prioritized agricultural products; support women and youth associations to engage in agro-processing; facilitate equal access to appropriate agro-processing machinery and equipment through favourable credit facilities, and intensify enforcement of standards to ensure high quality of local agricultural produce and improved market information flow.

During the Strategy period, the necessary institutional changes will be made so that a clear strategy for agro-processing can be developed and implemented. This should enable proposals for locating value addition facilities in the proposed zones. It will align current spatial arrangement of crop production with the wider objective of clustering manufacturing activity.

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In order to enhance marketing and distribution of agricultural products, focus will be on: developing capacities of existing farmers' organizations, co-operatives and producer associations so as to reap from economies of scale; expanding market access through regional and international protocols and deepening ICT access to facilitate market information sharing.

Flagship Projects

1. Livestock Commercialization Project
2. Agricultural Intensification and Development of Sustainable Production Systems-AIDSPS
3. Agricultural Credit and Financial Services
4. Agri-entrepreneurship Programme
5. Provision of support to Professional Producers-PP
6. Promotion of Commodity Chains and Agribusiness Development –CCAD
7. County Upper and Lower Nzoia Irrigation scheme
8. Livestock Multiplication centres

3.7 Manufacturing

The role of the manufacturing sector as per this strategy is to create employment and wealth. The sectors overall goal is to increase its contribution to the GDP by at least 10% per annum as envisaged in the Kenya Vision 2030.

A number of interventions are proposed in the strategy and objectives to be pursued are listed in figure 9

Figure 9: Strategy Objectives



To achieve these objectives, a set of key target areas have been identified and specific goals and targets set to steer industrial growth. These include:

- Development of light iron and Steel Industry through establishment of an Integrated Steel plant
- Development of Small and Medium Enterprise (SME) Parks, Industrial and Technology Parks, Industrial Manufacturing Clusters,
- Upgrading of products from small and medium enterprises
- Skills Development for the Technical Human Resource for the Manufacturing Sector
- Commercialization of research and development results, attraction of strategic investors in strategic sectors i.e. iron and steel industries, agro-processing, machine tools and machinery, motor vehicle assembly and manufacture of spare parts.

Manufacturing enterprises, unlike IT and financial services enterprises, involve the production and movement of material goods. They, therefore, require good physical infrastructure to be competitive and this means improving transportation, uninterrupted power and adequate land to build. Moreover, the materiality of manufacturing activities also results in more regulations - of safety, pollution, factory inspections, labour conditions - and hence a more complex administration structure too. The quality and efficiency of the physical and administrative infrastructure is a basic requirement for productive manufacturing enterprises.

Good physical infrastructure and smoothly functioning administrative infrastructure are threshold requirements for Twenty-first century manufacturing enterprises to compete in the international arena. However, these will not be sufficient. Competitive manufacturing, requires the development of complex capabilities—technologies, skills and management

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abilities to coordinate diverse interactions and processes of learning. Such capabilities can be learnt and improved.

Flagship Projects

1. PPPs for production of food products, industrial crops, construction materials
2. Develop small and medium enterprises (SMEs)

3.8 IT-enabled services

ICT as an industry has the potential to produce low volume-high value goods to boost the county's exports and foreign exchange earning in addition to employment and wealth creation. It also provides an opportunity to improve county productivity by making Government and business enterprises more efficient, effective and globally competitive. There is potential to improve availability of digital content and e-products, automation of Government processes and inter-agency connectivity, innovation, bridging the gap between industry and the academia, and commercialization of research and development. This industry is expected to greatly contribute to the county GDP and create employment opportunities.

ICT is a critical enabler of economic activity in an increasingly networked world. As a sector, ICT may provide important direct opportunities for manufacturing, service provision and job creation, but their main contribution to economic development is to enhance communication and information flows that improve productivity and efficiency. For this reason, a county that seeks to be globally competitive must have an effective ICT system, as this "infrastructure" provides the backbone to a modern economy and its connections to the global economy.

An immediate policy goal is to ensure that county ICT structures adequately support the needs of the economy, allowing for parties beyond the public sector to participate.

From 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will be universally available and accessible and will meet the needs of citizens, business and the public sector, providing access to the creation and consumption of a wide range of converged services required for effective economic and social participation. Within this vision, the underlying ICT infrastructure and institutions will be the core of a widespread digital communications system.

This ecosystem of digital networks, services, applications, content and devices, firmly integrated in the economic and social fabric, will connect public administration and the active citizen; promote economic growth, development and competitiveness; drive the creation of decent work; underpin nation building and strengthen social cohesion; and support county, national and regional integration. Public services and educational and information products will be accessible to all, and will build on the information, education and entertainment role envisaged for public broadcasting. The human development on which all this is premised will have created an e-literate (online) public able to take advantage of these technological advances and drive demand for services.

ICT will continue to reduce spatial exclusion, enabling seamless participation by the majority in the global ICT system, not simply as users but as content developers and application innovators.

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Experience elsewhere demonstrates that private-sector participation and competition, coupled with effective regulation, have the potential to deliver lower prices and improved quality and speed of service. Bungoma needs to commit to intensifying competition in the ICT sector.

Over the Strategy period, government will prioritize investment in the following; ICT infrastructure: extension of the County Backbone Infrastructure (CBI) to cover most of the county so as to increase penetration of communication services; and construction of ICT incubation hubs/centers and ICT parks so as to promote ICT innovations and ICT enabled Services (ICTES) such as Business Process Outsourcing (BPO) services.

Flagship Projects

1. Technology/Science Parks at Bungoma ICT DEV Zone
2. Establishment of data centres
3. Setting up of a county ICT incubation hub
4. County Internet TV station
5. County FM Radio Station

3.9 Financial services

The 2030 vision for financial services is to create a vibrant and globally competitive financial sector promoting high-levels of savings and financing for Kenya's investment needs. Kenya also intends to become a regional financial services centre. This will be achieved through:

- (i) Undertaking legal and institutional reforms to make Kenya more competitive as a financial centre
- (ii) reforms in the banking sector that will be undertaken to facilitate the consolidation of small banks in Kenya to larger and stronger ones; (ii) introduction of credit referencing in the country;
- (iii) streamlining informal finance and Savings and Credit Co-operative Organisations, as well as micro-finance institutions;
- (iv) deepening financial markets by raising institutional capital through pension funds, expanding bond and equity markets, as well as tapping international sources of capital

Financial services will play a critical role in the next phase of the development of our country by providing better intermediation between savings and investments than at present. This will assist the mobilisation of investment funds that are required to implement the projects of Vision 2030. Kenya also intends to become the leading financial centre in Eastern and Southern Africa, in competition with similar centres in the Western Indian Ocean rim.

The financial sector in Kenya comprises banking, insurance, capital markets and pension funds. Other parts of the sector include quasi-banking institutions and services provided by savings and credit cooperative organisations (SACCOs), micro-finance services, building societies, development finance institutions (DFIs) and informal financial services. Currently, the sector contributes about 4 per cent to GDP and provides assets equivalent to about 40 per cent of GDP. On the whole, the sector is characterised by low penetration and limited supply of long-term finance. However, there is considerable potential to improve the depth and breadth of the sector to make Kenya a globally competitive financial hub, serving a large part of the Africa

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region of Africa. This will involve developing a vibrant and stable financial system to mobilise savings, and to allocate these resources more efficiently in the economy.

Agenda 2040 focus on financial services in Bungoma County aims at providing better intermediation between savings and investments. This will assist the mobilisation of investment funds that are required to implement the projects of the Strategy and make the county a leading financial centre in Western Kenya.

Flagship Projects

1. Local content Micro-Finance Institutions

3.10 The Blue-Economy

To achieve strong and sustainable economic growth, Kenya is diversifying her sources of growth by pursuing the blue economy. The activities of the blue economy include harvesting of living resources such as sea food and marine biotechnology, extraction of non-living resources (seabed mining), and generation of new resources (energy and fresh water). Kenya has only focused on fisheries both for domestic and export markets.

As a County, we can invest in training our human resources in blue economy related sectors such as fisheries, coastal and maritime tourism, marine bio-technology and bio-prospecting, extractive industries (non-living resources), desalination, maritime transport, ports and related services, shipping and ship building, waste disposal management. Supporting activities of the blue economy include; ecosystem-based management, carbon-sequestration (blue carbon) and prudent financial mechanisms.

Flagship Projects

- Blue Economy capacity development
- Blue economy investments: aquaculture, riparian conservation projects

3.11 The Digital Economy

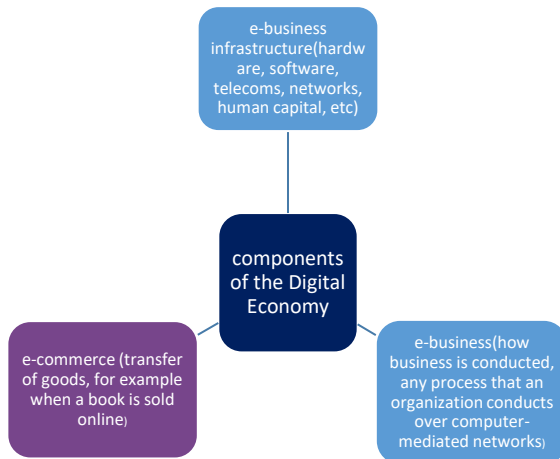
The digital economy is assessed on four main indices: the robustness of infrastructure; the ability and willingness of consumers to use digital technology; the legal and policy framework; and, the level of innovation and change.

Kenya's digital economy was largely propelled by its mobile money transfer services, Mpesa which since its invention in 2006 has deeply entrenched itself in the Kenyan economy and continues to spread across the continent and the world. The mobile funds transfer services led by M-Pesa, has also spawned multiple home-grown digital innovations that have gained acceptance and given rise to multinationals such as Craft Silicon and Cellulant

Given its expected broad impact, traditional firms are actively assessing how to respond to the changes brought about by the digital economy. For corporations, the timing of their response is of the essence. Banks are trying to innovate and use digital tools to improve their traditional business. Governments are investing in infrastructure. Three main components of the 'Digital Economy' concept can be identified in figure 10:

Figure 10: Components of Digital Economy

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Kenya has one of the most tech savvy populations in the continent and International mobile firms have been making a killing and using the country as a launching pad of their smart phones across Africa. Kenya and 16 other countries, mostly drawn from Asia and Latin America, were classified as “break out” countries, meaning that while there is rapid advancement, they are “held back often by relatively weak infrastructure and poor institutional quality”

Digitization will play a key role in addressing challenges facing Bungoma – with sectors such as finance, health, education, agriculture and the public sector quickly embracing technology to build on public data, enhance service delivery and reach customers more effectively.

Flagship Projects

- Integrated DE Access Programme
- Software and Internet Zones
- Construction and development of ICT hubs

CHAPTER FOUR: THE SOCIAL PILLAR

4.1 Overview

The social pillar is the key to the ongoing national and county efforts to create one united cohesive country with residents enjoying a high quality of life in a clean, peaceful and secure environment.

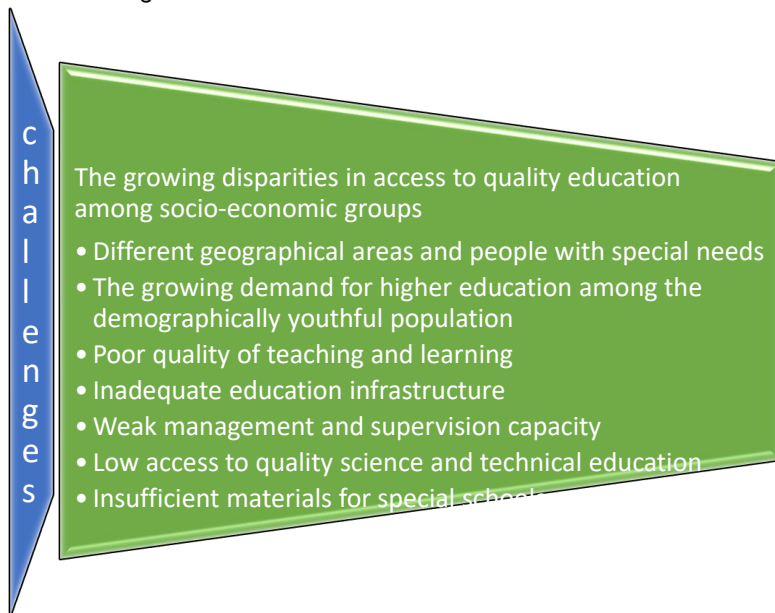
The county contribution to these ideals throughout the Strategy period will focus on programmes, projects, policies and strategies for comprehensive empowerment of all community groups and the delivery of a satisfying social life in both rural and urban areas. These will be attained through gradual and continuous improvement in the quality of education and training at all levels and provision of quality social services to all.

4.2 Education and Training

The acquisition of skills through education has been identified within the global development environment as central to building the relevant human capital, increasing labour productivity and utilizing new technologies for accelerated socio-economic transformation. It is through education that the necessary skills, knowledge and aptitudes are acquired, and the creative abilities of individuals released for socio-economic development. In this regard, education has been prioritized during the past four years as fundamental to the strategy for human development and productivity, as well as for economic growth and transformation.

The challenges constraining the attainment of the goals in the education sector could be described as follows in figure 11:

Figure 11: Challenges in the Education Sector



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Some of the specific issues at each level of the education structure to be addressed over the long-term include the following:

i) Pre-school education:

Childhood Education, early childhood development includes:

- Family planning, healthy pregnancies and postnatal care to give children an optimal start in life
- Nutrition support for pregnant and breastfeeding women and young children
- Birth registration, social security and other state provisions for the poorest families
- Support for parenting
- Quality learning by young children at home and in groups, programmes and centres
- Preparation for formal schooling.

Policy issues include inadequate access to quality education; the shortage of trained teachers and attendants, and limited resource allocation to the sub-sector.

ii) Technical and Vocational Education Training:

Under the Technical and Vocational Education and Training, the major issues to be addressed over the long-term include: inadequate training facilities; non-responsiveness of skills to labour market demands; severe underfunding; limited incentives for private sector participation in the sector; poorly equipped training facilities; and poor quality of trainers.

In order to address the identified challenges, County Government's policies in the long-term will focus on achieving the following broad objectives: increase inclusive and equitable access to, and participation in education at all levels; promote the teaching and learning of science, mathematics and technology at all levels; improve management of education service delivery; improve quality of teaching and learning; and ensure continued provision of life skills training and management. These will put the county on the path to achieving the Education For All (EFA) goals and the Sustainable Development Goals (SDGs), as well as contribute to the accelerated socio-economic transformation of the county.

Flagships projects

- Development of model ECDE centres
- VTC centres of excellence
- Adoption of EMIS for ECDEs and VTCs
- Education scholarships and bursaries programme

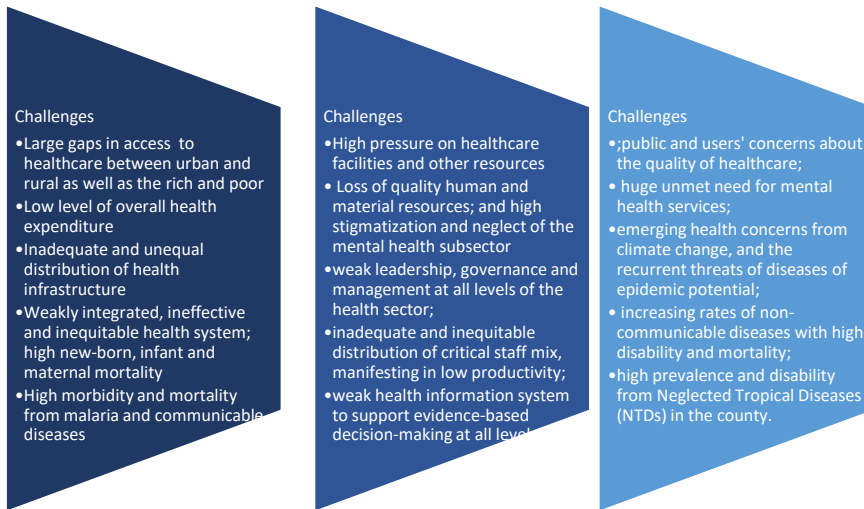
4.3 Health and Well-being

Improved health outcomes are associated with increased productivity in developing countries, since marginal productivity of health is likely to be relatively higher in developing countries than in high income countries. It is in this context that improved health outcomes are considered as critical for enhancing socio-economic transformation.

Even though efforts continue to be made to improve the health status of our people, there are persistent policy-related issues that need to be addressed as shown in figure 12:

Figure 12 Policy Issues affecting Health Sector

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To improve access to quality healthcare and improve health outcomes the policy objectives to be pursued in the long-term are: bridge equity gaps in access to healthcare; ensure sustainable healthcare financing arrangements that protect the poor; improve governance, management and efficiency in health service delivery; improve access to quality institutional service delivery and quality mental health services; improve maternal, child and adolescent healthcare; and prevent and control non-communicable diseases (NCDs) and Neglected Tropical Diseases (NTDs).

Flagship projects

- Universal Health care coverage programme
- Primary health care programmes
- County referral health services programme
- Health workers welfare and safety programme

4.4 Population and Urbanization

The Physical Planning function entails implementation of the Spatial Frameworks for arrangement and organization of socio-economic activities on land at the all levels to achieve optimal use of land and sustainable development. Physical Planning is therefore a major vehicle for streamlining the county's agenda and Spatial Framework.

Urbanization plays a key role in the development process. Highly urbanized countries such as Malaysia, Singapore and China have attained high levels of urbanization through integrated physical planning and investment which has led to establishment of commercial and industrial functional zones. These zones have attracted populations and, in the process, relieved pressure on the available land for other economic activities such as commercial agriculture. It is envisaged within the Strategy period that the county government will pursue similar strategies that are suitable for our business environment.

Flagship Projects

1. Integrated urban development planning

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2. Delivery of resilient urban infrastructure
3. Gravity Water Systems
4. Urban Waste and sewerage management Programme
5. Housing and Building Technology programme

4.5 Gender Equality

Globally there are visual gaps between men and women across the key areas namely; health, education, economics and politics. Despite the fact that gender equality is considered one of the major sustainable development goals throughout the world, gender parity is yet to be achieved.

Over the years, the Kenyan government has put in place policies and regulations to curb gender inequality in the country. Some progress has been made especially on issues of women representation in political and decision-making organs as well as the reduction of sexual and gender-based violence at national level. Policies and legislations that have been put in place include the national policy on gender and development, the 2010 Constitution and the Equal Opportunities Bill which aim not only to achieve gender equity by providing power and resource redistribution but also to improve public awareness of sexual and gender-based violence.

In Bungoma County, there have been public concerns over women's continued discrimination in critical areas such as land ownership and inheritance as well as election to political office. This indicates the need to invest in measures that improve the condition and positions for both men and women. Even though some of the national policies are being implemented by the county government, they are still ineffective. Therefore, there is a need for policies that provide strategies in order to facilitate and improve implementation of the national legislation at county level. For gender parity to be achieved within the county, it is also necessary to formulate a county gender policy framework.

Flagship projects

1. Empowerment and Social Inclusivity Programme
2. Gender mainstreaming programme

4.6 The Youth

Identifying roles for the youth and creating space for their effective participation in the county development effort has become imperative. Over the past decade the focus of policy has been to mobilise, harness and develop the creative potentials of the youth for accelerated socio-economic transformation of the county. The main challenges facing the comprehensive development of the youth in Bungoma include the following as illustrated in figure 13.

Figure 13: Challenges facing Development of a Bungoma Youth

Challenges					
Uncoordinated policy and institutional framework for youth development	Inadequate integration of youth concerns into county development Strategying and decision-making processes	Weak supportive environment for development of skills and talents	Lack of mentorship schemes; inadequate training and skills development	Limited opportunities for employment especially among those who have completed basic schools, school drop-outs, and those who never attended	Low mobilisation and utilisation of talents of the youth.

The key policy objectives to be pursued to ensure the effective participation of the youth in county development are: ensure integration of youth concerns into county development planning processes and programmes; ensure provision of adequate training and skills development in line with global trends; and ensure adequate capacity and skills development of the youth with disability.

Flagship projects.

1. Youth empowerment
2. Youth mentorships, internships, coaching and attachment programmes

4.7 Women and Girls

Women and girls in Kenya are underrepresented in economic, social and political decision-making positions. They also have less access to education, land, and employment. The untapped potential of women and girls is gaining greater attention in Kenya. The country’s new Constitution, passed in 2010, provides a powerful framework for addressing gender equality. It marks a new beginning for women’s rights in Kenya; seeking to remedy the traditional exclusion of women and promote their full involvement in every aspect of growth and development. The sustainable development goals and vision 2030 aim to minimize vulnerabilities of women through the prohibition of retrogressive practices like FGM and child labour.

In Bungoma County, there exists a gender stereotype against women and women leadership affecting the will to implement affirmative action policies. Although some initiatives have been put in place to empower women and girls in the county there is still widespread discrimination and bias. In line with the affirmative action under the 2010 Constitution a policy for involvement of women in the county’s development should be formulated. Legislations protecting women rights should also be coined from the national legislations in order to protect the rights of the women and girls in the county.

Flagship projects

1. Women empowerment

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2. Reproductive health care programmes
3. Home-based enterprises for women and girls
4. WASH programmes

4.8 Men and Boys

In the current economy men and boys are perceived to be lagging behind the girl child in the gender equality agenda. In the job market, education sector and career wise, the affirmative action seems to be working against men.

The affirmative action further worsens the disparity between the male and female unemployment rate and access to educational services offered in Kenya. The National Government should enforce relevant laws and policies that protect the rights of the child. The government should monitor implementation of the said laws and policies, and develop localized strategies to address challenges affecting the boy child. Affirmative action initiatives by governments should be based on consideration of sex – disaggregated data to identify proper beneficiaries (boy or girl). Poverty reduction strategies should be focused on the neediest in the society. County Governments should support national initiatives to address the plight of the child. They should seek to build a strong foundation through Early Childhood Development, create awareness of rights of the child at grass-root levels and ensure that cultural practices do not interfere with boy child's enjoyment of their rights.

Flagship projects

- Access to education
- Life skills
- Mentoring Programs
- Reproductive health care programmes

4.9 Vulnerable groups- Orphans, Female Headed Households, The Elderly, Persons with Disability

The aged have a wealth of knowledge and experience essential for sustainable socio-economic development. Globally, life expectancy is increasing rapidly, with the attendant increase in the aged population which is estimated to reach about 20% of the world population by 2050. A comprehensive county development effort therefore requires that the needs of the aged are carefully considered and integrated, including providing adequate social protection and long-term care.

The key policy objectives to be pursued to ensure adequate social protection and long term care for the aged are: enhancing county capacity for protection of the aged; accelerating the implementation of health and other social interventions targeting the aged; and strengthening the family and the provision of care.

Persons With Disability (PWDs) have been defined to include individuals with a physical, mental or sensory impairment including visual, hearing or speech functional disability which give rise to physical, cultural or social barriers that substantially limits one or more of the major life activities of that individual. The prevention of disability and the care of PWDs as productive citizens is an important aspect of the development of the county's human resources. Following the passage of the Disability Act 2005, several efforts continue to be made to integrate PWDs into the national/county development process. The challenges facing PWDs is illustrated by figure 14;

Figure 14: Challenges facing PWDs

Challenges confronting the aged

- weak institutional care for the aged;
- inadequate formal social support mechanisms;
- lack of public support and institutional care systems;
- lack of enforcement of laws on the right of the Aged;
- inadequate knowledge, high incidence of poverty among older people; chronic age-related health conditions, poor diet
- lack of geriatric care; and lack of involvement in decision-making

Challenges facing PWDs

- high incidence of poverty among PWDs due to very low levels/lack of formal education; inaccessible public transport for PWDs;
- inadequate and unfriendly walk ways for PWDs as pedestrians; and inaccessible and unfriendly environmental, water and sanitation facilities as a result of ineffective implementation of legislation and policies especially the Disability Act, 2005, Act and the UN Convention on the Rights of Persons with Disability (UNCPRD);
- lack of appreciation of issues affecting Persons With Disability (PWDs).
- lack of reliable and timely data on disability for Strategyning and policy-making;
- lack of research on disability issues.

To accelerate the efforts towards integrating PWDs into the county development efforts, the policy objectives to be pursued are: ensure effective appreciation of, and inclusion of disability issues in county development; and ensure the provision of timely, reliable, and disaggregated data on PWDs for planning and policy-making.

Flagship projects

- Disability mainstreaming
- Integrated Support Programme
- Empowerment programmes for Persons Abled Differently (PAD)
- Educational and information access programmes

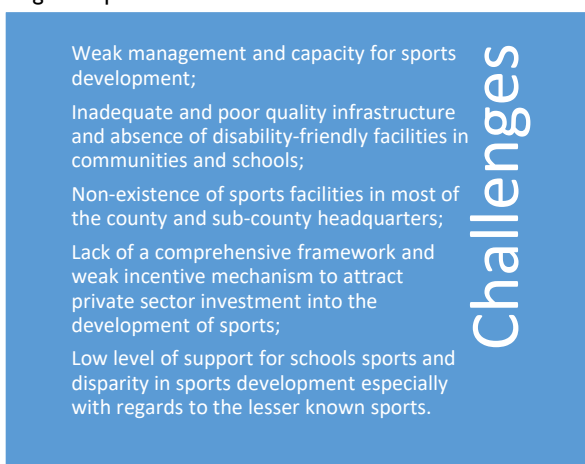
4.10 Sports

Globally, sports have become a multi-billion dollar economic venture attracting huge investments and earnings. This is in addition to fostering international friendship, cooperation and understanding between and among counties/regions. Sports contribute to public health, unity, and social cohesion, enhancement of an individual's personal abilities, general health, self-esteem and professionalism. Harnessing the productive energies of the youth through sports development will not only create healthy minds in healthy bodies, but also ensure that Bungoma benefits from the resources available world-wide for individual and national progress.

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Notwithstanding the major progress recorded in the development of Sports in Bungoma, a number of challenges continue to confront sports development and these include as illustrated in figure 15;

Figure 15: Challenges in sport sector



The policy objectives to be pursued to promote sports development, and use the power of sports to deliver lasting economic, social and health benefits to the citizenry include: provide adequate and disability-friendly infrastructure for sports in communities and schools; strengthen county capacity for sports management; and support the development of lesser known sports.

Flagship projects

- County Sports Teams
- Sports Complexes
- Making sports an industry by establishing academy
- Establishment of sports fund to promote talent

4.11 Culture and the Arts

Globally, arts and culture have a wider, more measurable impact on our economy, health and wellbeing, society and education as creative industries have been boosting economies and generating jobs. Diversity and breadth, allows individuals to explore opportunities and bring about unique contributions to economic growth.

Creativity, creative enterprises and cultural industries have become strategic drivers for human development in the Kenyan economy. The ministry of sports and heritage has been charged with delivering Article 11 of the constitution where art and culture are identified as the foundation of the nation and the cumulative civilization of the Kenyan people. However, for too long, culture and arts have been made marginal to national development because of the conservative attitudes of what they entail.

In order to benefit from the rising opportunities, policies and regulations have been put in place in order to harness national talent, monetize creativity and accelerate innovation with an input of culture and arts.

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Bungoma County has diverse ethnic communities residing within its borders. Each of the communities has unique features which contribute to the socio-economic, political and cultural developments of the county. The department of culture has been mandated to develop policies and implement programs for sustained and balanced social, culture sporting activities as well as economic development of the county.

Flagship projects

- Sang'alo Integrated Culture and Arts Centre
- Promotion of talent in music and dance

CHAPTER FIVE:

THE ENVIRONMENTAL PILLAR

5.1 Overview

As a newly industrializing country, Kenya faces the challenge of improving its economic performance and the lives of its citizens without undermining the environment upon which its national earnings and individual people's livelihoods depend. This chapter introduces the theme of environmental change in the County. It looks at a select number of salient and emerging issues that need to be considered to achieve the Agenda's goals and targets, including how to protect the county's water sources that support wildlife and tourism destinations, irrigate farms, and nurture grazing areas. It also highlights the importance of planning for weather-related disasters to enable development goals to be achieved.

5.2 Climate Change

More frequent and intense drought, storms, heat waves, extreme flooding and unpredictable weather patterns can directly harm animals, destroy the places they live, and wreak havoc on people's livelihoods and communities. As climate change worsens, dangerous weather events are becoming more frequent or severe. The most direct effects include

- Loss of species
- Poor harvests, leading to hunger and malnutrition
- More health risks as a
- result of contamination of water and food
- Poverty and displacement.

Climate change should be managed through locally adaptable and scalable initiatives that best suit local conditions, including by;

- A shift away from extractive economic activities by investing in multi-skilling of the population and availing more opportunities for livelihoods.
- Implementing enforcing minimum energy efficiency standards for new builds.
- Delivering funding to retrofit existing homes and improve their energy efficiency.
- Shaping housing, infrastructure and renewable energy development in their area in through the local planning authorities.
- Protecting wetlands and riparian reserves
- Promoting the Benefits of Sustainable Agroforestry and smart agriculture
- Decentralizing Energy Distribution and investment in green clean energy
- Securing Indigenous Peoples' Land Rights and land reforms
- Improving Mass Transit systems, including the shifting to clean energy mobility

5.3 Environmental Management

The transmission of various water- borne diseases can be attributed to the consumption of dirty and contaminated water. The unplanned and disorganized construction of towns without a suitable drainage system exacerbates sanitary problems. Sewerage and rainwater can destroy public roads or stagnate, creating ideal breeding grounds for both human and animal diseases.

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The environmental impact and waste management has recently been taken into account by human settlements and industrial installations, but challenges remain.

By 2030, the rural and urban areas are to have sufficient sewerage and disposal systems. Each town is to be endowed with an adequate unit for treating solid wastes. Households will have mastered and be practicing measures of hygiene and waste disposal.

The rapid increase in urban population is not matched with adequate physical Strategy preparation or implementation or growth and development of basic infrastructure, housing, and social amenities. This has led to overcrowding, traffic congestion, growth of slums and informal settlements, dilapidated housing, and poor sanitation. Most urban dwellers do not have stable sources of income and the level of urban unemployment is quite high.

To enhance the sector's contribution to the delivery of the Strategy, a comprehensive urbanization policy will be pursued to bring about better urban systems that enhance productivity, liveability and sustainability while releasing land for commercial agriculture.

Flagship Projects

- Development of County Environmental Management policy and Strategy
- Sustainable Environment Management Practices Doctrine

5.4 Natural Resources

Kenya faces enormous challenges in development and management of its limited natural resources due to increased human socio-economic activities hence the need to review and enforce policy measures that govern the exploitation, management and conservation of the environment and natural resources and strengthening environmental governance sector through agreements such as the Paris Agreement, acts and policies.

In Bungoma County there are waterfalls, indigenous trees, rivers among other resources which promote the economy of the county. However, the Enactment of the County Government (Tax Regulations) Bill 2016, development of a policy and enactment of legislation to provide for sharing of revenue and benefits accruing from exploitation of natural resources and developing and implementing a policy on shared resources between counties.

Flagship Projects

- County natural heritage conservation programmes
- Forestry Development and Management programme
- Community Green Energy Programme

5.5 Terrestrial and In-land fresh water ecosystems

Freshwater resources form an important part of Kenya's natural resources with considerable provisioning, regulatory and supporting services. Their provisioning services include the storage and retention of water for domestic, agricultural and industrial use.

Their regulating services include modifying water flows, recharging and discharging groundwater resources and diluting or removing pollutants. Their supporting services are important for soil formation and retention as well as nutrient cycling. These ecosystems also provide habitats for a great number of plants and animal species. Protection, restoration and promotion of sustainable use of terrestrial ecosystems, sustainably manage forests, combat

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desertification, and halt and reverse land degradation and biodiversity loss therefore is encouraged.

Flagship Projects

- Establishment of modern waste management infrastructure.
- Restoration of degraded landscapes initiatives
- Resource variability, risks and competing uses for increased resilience
- Sustainability across agricultural system.

5.6 Forests

Forest ecosystems are recipients and partial recyclers of waste products from the environment and promotes pollination, absorption of Carbon Dioxide and nutrient formation besides being a source of recreation, beauty, spiritual values and other cultural attachment. Forests continue to provide essential goods and services such as timber, charcoal, logs, poles, fuel-wood, fodder, fruits, edible roots, tubers, berries, and medicinal herbs/leaves and other non-wood forest products.

Kenya's forest resources are being subjected to overwhelming pressure from competing land uses like agriculture, industry, human settlement and development of infrastructure. In addition, extraction of forest products, illegal logging, cutting trees for fuel wood and charcoal and grazing of livestock have also contributed to the degradation of forests. These competing land uses have adverse environmental effects on long term sustainability of forest ecosystems. The County has one gazetted forest reserve in Mt Elgon covering an area of 618.2 km². However, it has several hill tops and high grounds which should be gazetted and protected for reforestation programmes. To diversify rural incomes through forestry, the county will promote agro-forestry and involve the community and private sector in the management and conservation of industrial/forest plantations, formulate strategies to increase forest cover, involve and empower communities in the management of forest ecosystems.

Flagship Projects

- Planting one billion Assorted Fruits, Indigenous and Commercial Trees
- County tree nursery programmes
- Develop community based and institutional commercial tree plantation initiatives
- Re-forestation and nurturing indigenous trees and threatened species in Mt. Elgon forest
- County assorted fruit trees programmes
- Develop a robust and functional county forestry monitoring system.

5.7 Wetlands

Wetlands are areas of marsh, fen, peatlands or water, whether natural or artificial, permanent or temporary, with water that is static or flowing, fresh, brackish or salt, including areas of marine water the depth of about 6 metres. Wetlands were traditionally used for grazing until the emphasis on crop production was made.

In Kenya, wetlands occupy about 3% to 4%, which is approximately 14,000 km² of the land surface and they contribute directly and indirectly to the national economy. As a result, the Government of Kenya through the Ministry of Environment, Water and Natural Resources has produced the [Kenya Wetlands Atlas \(2012\)](#) which maps the country's wetland resources. A master Strategy for the conservation and sustainable management of water catchment areas in Kenya has also been developed to guide practical and transformative actions for the

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sustainable management of these complex ecosystems. Furthermore, a nationwide inventory of wetlands to take stock of the resources, challenges and opportunities for their sustainable development and management is ongoing. The Government has also constitutionalised the right to a clean and healthy environment. This policy also fulfils the aspirations of Kenya's Vision 2030, the National Land Policy and the Draft Environment Policy 2013

The high population pressure in Bungoma County has led to encroachment on wetlands, riverbanks and protected forests for farming and settlement purposes. This has led to poor quality and quantity of water resources, increased intensity of flash floods, river bank erosion and sedimentation which is a major cause of eutrophication which has led to reduced quality of aquatic and terrestrial life. There's an initiative to convert wetlands into green parks/zones to promote intensive green economy in Mt Elgon, Bumula, Tongaren constituencies 1000-300Ha of land. Reclamation of wetlands, preservation and reduction of degradation to expand knowledge base of ecological and socioeconomic value of wetlands among stakeholders, formulation and operationalization of legal and governance mechanisms for sustainable wetlands management.

Flagship projects

- Wetlands Protection and Conservation Programmes
- Ground water conservation program
- Construction of a floating jetty in wetlands to enable closer bird viewing- move to tourism

5.8 Mountains and Hills

Mountain ecosystems are found throughout the world, from the equator almost to the poles, occupying approximately one-fifth of its land surface. Beyond their common characteristics of having high relative relief and steep slopes, mountains are remarkably diverse. They are found on every continent, and at every altitude, from close to sea level to the highest place on the earth.

Mt. Elgon of Bungoma County lies north of Lake Victoria on the Kenya-Uganda border. Its Kenyan side is protected by Mt. Elgon National Park in Trans Nzoia County, Chepkitala National Reserve and Mt. Elgon Forest Reserve on Bungoma side; the latter covers 73, 706 ha. Mt. Elgon forms the upper catchment area for two major rivers, the Nzoia and Turkwel. The forest contains globally threatened species, including some endemic to the Afro-montane region and others endemic to Mt. Elgon alone, making the area a priority for species conservation and an attraction for tourists.

A rapidly growing population of around two million people in the area around the mountain puts very high pressure on this unique ecosystem. Authorized logging has been practiced in Mt. Elgon since the 1930s. In the 1970s, land was excised from the Mt. Elgon Forest around Chepyuk where 600 families were settled to make way for a national game reserve. A 1986 Presidential Decree banned all logging in Kenya's natural forests, it excluded Mt. Elgon where legal logging continues. Agricultural encroachment and charcoal production are degrading the forest in many areas as well. In many cases forest has been cleared for crops on steep slopes, making them susceptible to erosion and landslides. Continued degradation and forest loss on Mt. Elgon threatens to undermine the area's crucial role as a water catchment for the surrounding region and will reduce the viability of the ecosystem itself.

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The county is well endowed with these resources, they include:

- Mountain -MT.Elgon
- Hills - Chebukwa Hills, Chetambe Hills, Musikoma Hills, Kabuchai Hills, Sangalo Hills etc

Flagship Projects

- Visual Assets Development Programme
- Development of Green Energy Zones

5.9 Land and Soil

A crucial aspect of the strategy for realizing the urban competitiveness is the integration of the land sector function in county economic planning and development decision making. Given the fundamental nature of transparent rights of land ownership and improved tenure for all categories of land ownership, this strategy seeks to enhance; easy access to land for productive investments; progress towards the harmonization of land sector institutions; policy, legal and regulatory framework for land management; modernization of land services delivery; land information and valuation systems and supporting infrastructure for planning and decision making.

Land management in Bungoma faces a number of challenges. The main ones include: High cost of land in the urban areas making it difficult to acquire land for urban infrastructure projects; increasing landlessness and land poverty as illustrated by the numbers of people either encroaching on protected land or living in high risk areas; underutilization and scrambling over communal lands; discrimination of women and youth in accessing land; underutilization of land owned by cultural and religious institutions; inadequate land administration services especially land dispute resolution, valuation and land use planning; poorly functioning land sales and rental markets; and poor urban planning and proliferation of informal settlements and slums.

Secure rights to land enables land holders to Strategy and invest for the future and the confidence to consider wider livelihood options (including urban migration and livelihood diversification). Security of land access and use is therefore an important and always necessary pre-condition for the expansion of production and diversification of economic opportunity. Massive sensitization programmes and negotiations will be promoted to ensure that the interests of all parties are duly protected.

The County Government in collaboration with the National Government will, in addition to providing highly reliable land information, ensure the land market operates formally and uniformly throughout the county. The County will, as much as possible, ensure that land acquisition is driven purely by market forces, within the framework of the zoning laws and with minimum distortion.

Quality fertile soils are a foundation of sustainable agriculture. Soils are also essential in the hydrological cycle. Soil degradation processes of particular concern throughout the country include erosion, compaction and soil fertility depletion. Loss of natural habitats has reduced vegetation cover and exposed soils to extensive wind and soil erosion in many parts of the country.

The quality of land and soil in the county is declining due to unsustainable farming practices, effects of climate change, soil erosion, pollution, toxicity from agro-chemical and alien species. According to a study conducted by the Nile Basin Initiative, most sub counties such as Sirisia

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and Mt Elgon are affected by erosion with road induced erosion originating from poor road drainage.

Flagship Projects

- Soil Conservation program
- Irrigation of 1million acres of industrial crops

5.10 Biodiversity

Protection of biodiversity is important because it provides us with ecosystem services. It is known that a green and healthy environment is good for our own personal wellbeing, both physically and mentally. Extensive grazing practices can raise levels of biodiversity by providing habitats which are an important component of agricultural landscapes. Water and soil quality are also improved by reducing the number of livestock grazing per surface area, as well as the volume of chemical inputs used.

Kenya continues to lose her biodiversity due to habitat destruction, overgrazing, deforestation, pollution, unsustainable harvesting of natural resources, bio-piracy and introduction of invasive and alien species, among others. The challenge of dealing with loss of biodiversity becomes even more complicated when one is dealing with shared resources where laws and policies of respective countries are not harmonised.

With expanding population, the county has seen a period of unprecedented ecological change, with dramatic reductions in natural ecosystems and biodiversity and equally dramatic increases in people and domestic the county shall employ measures such as; Identification of biodiversity hotspots as primary targets for conservation; Habitat and ecosystem restoration by setting aside various kinds of habitats as conservation reserves, parks and wildlife corridors; Utilization of managed forests and Integration of conservation and development projects and Training, funding and giving authority to conservation professionals.

Flagship Projects

- County Genetic Resources Bank
- Control of anthropogenic activities programmes

5.11 Genetic resources

Genetic resources are key components of biodiversity. They benefit people through contribution to material welfare and livelihoods including agricultural resilience, social relations, health, ecosystem services and freedom of choice and action. Loss of biodiversity due to human activities has forced many farming communities to abandon their multiple local food varieties and landraces for narrow based and genetically uniform, high yielding varieties. Considering the role of biodiversity in providing ecosystem services that are supportive of agricultural production systems, a threat to biodiversity is considered to be a threat to food and nutrition security.

The drivers of biodiversity loss and subsequent declining ecosystem services are projected to continue in an accelerated manner. The most important direct drivers of biodiversity loss are: Habitat loss through land-use changes; Physical modification of rivers or water withdrawal from rivers; climate change; invasive alien species; overexploitation and pollution. While many people stand to benefit from the conversion of natural ecosystems to human-dominated

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ecosystems and from the exploitation of the biodiversity, the gains have and will continue to be achieved at growing cost in the form of biodiversity loss, degradation of ecosystems and the exacerbation of poverty for vulnerable groups in the society.

In order for the county to achieve greater progress towards protection of its genetic resources, it will be necessary to strengthen response options that are designed with conservation and sustainable use of biodiversity and ecosystem services as the primary goal. The responses and interventions must tackle indirect and direct drivers of climate change and biodiversity loss and earmarked programmes effectively implemented.

This Strategy strongly recommends integration of biodiversity issues to climate change adaptation, planning and strategies. Since the future of biodiversity will ultimately be determined by the society, there is need for involvement of farmers, extension workers and all stakeholders in the war against negative impacts of climate change and biodiversity loss.

Genetic resources are mainly used as a source of food for humans and animals, in breeding programmes to enhance agricultural, forestry and livestock productivity and as raw materials in the medicinal, food and timber industries in order to ensure sustainable use of these genetic resources, biodiversity needs to be maintained to ensure a broad based from which selection can be made to develop improved, better adapted crop and livestock varieties that can cope with changes in the environment.

Interventions to be undertaken during the Strategy period

- i. Promoting *in situ* conservation of plants, animal, aquatic and microbial genetic resources in the context of climate change
- ii. Enhancing *ex situ* conservation of plants, animal, aquatic and microbial genetic resources in the context of climate change
- iii. Improving access and sustainable use of germplasm
- iv. Strengthening policy and institutional framework in genetic resources
- v. Enhancing knowledge management and information dissemination on genetic resources

Flagship Projects

- County Genetic Resources Bank
- Control of anthropogenic activities programmes

5.12 Invasive and Alien species

Invasive alien species are plants, animals, pathogens and other organisms that are non-native to an ecosystem, and which may cause economic or environmental harm or adversely affect human health. In particular, they impact adversely upon biodiversity, including decline or elimination of native species - through competition, predation, or transmission of pathogens - and the disruption of local ecosystems and ecosystem functions.

Invasive alien species, introduced and/or spread outside their natural habitats, have affected native biodiversity in almost every ecosystem type on earth and are one of the greatest threats to biodiversity. For instance, in Bungoma County, MT Elgon forest ecosystems are threatened by several invasive plant species. *Acacia melanoxylon* emerged as the most critical invasive species. Low awareness of invasive plants among communities and forest managers in MT Elgon forest. This factor encumbers eradication efforts and is aggravated by poor institutional

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collaboration. In readdressing these issue the following are suggested by the county to curb the situation;

First, there is need to initiate regional invasive species awareness programs among communities and institutions. Secondly, unplanned opening of forest canopies should be discouraged as these become entry points for invasive plants. Third, forest fires need to be prevented as these promote root sprouting and regeneration in species like *A. melanoxylon*. Lastly, stopping unwarranted new plant introductions by developing guidelines that strengthen phytosanitary procedures for invasive species management..

The county has developed environmental conservation tools and incentives for the prevention of introductions, and to educate the general public and raise awareness so that informed decisions can be made about how to limit introductions and their spread. Invasive alien species are a global issue that requires collaboration among governments, economic sectors and non-governmental and international organizations. Individuals also have a large part to play, including policymakers, consumers, horticulturalists, landowners, educators, youth and recreationists.

Flagship projects

- Preparedness and mitigation programmes on invasive alien species.

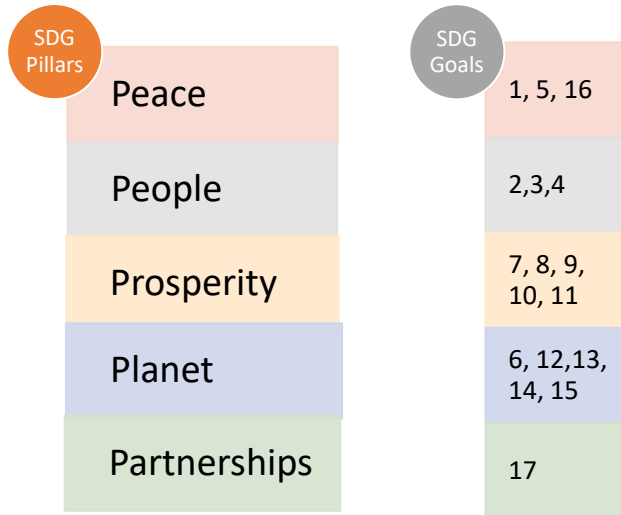
5.12 Resource mobilization for conservation and sustainable use of biodiversity and ecosystems

Substantial resources and institutional capacity is required for conservation and sustainable use of biodiversity and ecosystems. The benefit of biodiversity in supporting life systems far outweighs the costs of conservation. The county recognises the importance of maintaining healthy natural systems and will utilize multi-stakeholder approach in conservation programmes.

The UN system, through its climate change mitigation and adaptive programmes has theme funds dedicated to conservation and sustainable use of ecosystem products and services. In addition, the Sustainable Development Goals (SDGs) framework requires action along the following broad areas that address the need for conservation of peace, people, prosperity, the planet and partnerships are as of figure 16:

Figure 16: Broad SDGs Areas That Address Conservation

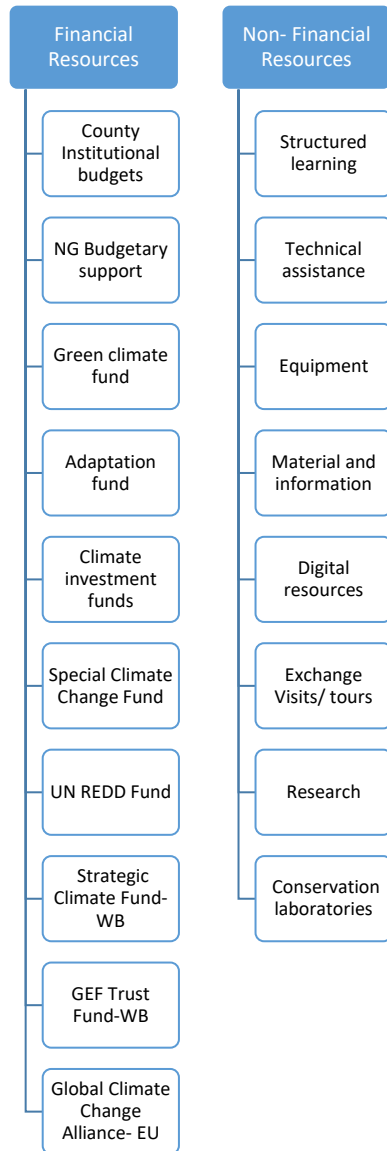
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During the Strategy development, the county will work with the national government and development partners to mobilize both financial and non-financial resources and utilize them prudently on biodiversity conservation programmes as detailed in figure 17.

Figure 17: Resource Mobilization Avenues

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Flagship programs

- Resource mobilization for conservation and sustainable use of biodiversity and ecosystems

CHAPTER SIX:

THE INSTITUTIONAL PILLAR

6.1 Overview

The institutional pillar provides a framework for optimal allocation of duties and responsibilities to duty-bearers for quality service delivery to the public (rights holders). The Institutional Framework for urban management in Bungoma County comprises of three levels thus: **Oversight** (County Assembly and Municipality Boards/Committees); **Administrative** (Municipality Managers/Town Administrators and Board Sub-Committees) and **Operational** (Technical and enforcement Staff).

Over the Strategy period, the oversight, administrative and operational structures will work harmoniously to deliver desired urban outcomes. More specifically, the urban Boards will enact, review and strengthen policy, administrative legal and institutional reforms in a participatory manner. The changes and improvements in urban governance will be implemented to reduce and stop pilferage, abuse, wastage and restore integrity in public offices for posterity. Investing in this pillar would yield the desired urban transformation for our shared prosperity.

6.2 Entrenching good governance

Good governance, integrity, transparency and accountability are principles of governance which provide impetus for rapid social, economic and political transformation. To ensure that these are observed by both the private and public sectors, the County Government of Bungoma will strive to provide exemplary leadership and maintain a strong desire for Results Based Management (RBM). Both Board members, Municipality Managers and our urban staff will be subjected to performance management standards and high ethical considerations as provided for in the Constitution. In addition, the county will endeavour to;

- a. Show commitment to prosecuting public officers who breach their professional code of ethics and conduct.
- b. Vet public appointments in order to ensure that persons of questionable Character are not appointed into leadership positions.
- c. Through the Ethics and Anti-Corruption Commission (EACC) expedite investigations into allegations of corruption.
- d. Embrace public training to inculcate good ethics and values to County staff.

6.3 Establishing strong governance organs

During the Strategy period, the county will work with all relevant stakeholders to continually strengthen its governance structures including investing in human capital development and undertaking regular reviews of existing structures. In doing this, the county will be guided by United Nations Economic Commission for Africa (UNECA) principles of good governance are as illustrated by figure 18;

Figure 18: United Nations Principal of Good Governance



Transparency and Accountability

The county will pursue measures to ensure that the public is involved in decision making on key issues that affect them. The involvement will provide mechanisms for generation of feedback using both manual and digital platforms. Enforcement of county laws will be undertaken without bias to ensure quality service delivery. In addition, the county will implement reforms to foster transparency and accountability and provide other supportive initiatives to both the public and staff, to specifically ensure that public officers;

- a) Carry out the duties of the office efficiently and honestly.
- b) Carry out the duties in a transparent and accountable manner
- c) Keep accurate records and documents relating to the functions of the office
- d) Report truthfully on all matters of the departments which they represent.

Public participation

The County Government of Bungoma has a mechanism through which leaders consult and account to the citizenry through citizen participation. This is a key cornerstone of good governance. It involves participation of both public and private sectors and it is informed and organized. During the Strategy period, the county will strengthen and deepen public participation.

Rule of law

The county and all its entities will work within the national legal framework to address issues of concern. In addition to supporting the national enforcement agencies, the county will also strive to strengthen its internal enforcement capacity. In observing the rule of law, the county will ensure that the constitutional provisions especially as regards to human rights are fully adhered to.

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Responsiveness

Over the Strategy period, the County Government and its institutions will strive to respond to the needs of the people by delivering public services and goods in an effective and efficient manner, while respecting and protecting human rights.

Consensus oriented

The county will utilize participatory approaches in establishing broad and long-term perspectives on what is needed for sustainable human development and how the same can be achieved. These approaches will entail an understanding and analysis of historical, cultural, social and economic contexts of the county at different periods.

Equity and inclusiveness

In the journey to achieve her common better future, the county will ensure that all its people feel that they have a stake in the society. In doing this, measures will be implemented to ensure that all groups, especially the most vulnerable, are afforded opportunities to improve and maintain their well-being.

Effectiveness and efficiency

In order to achieve the objectives laid out in this Strategy, the county in collaboration with all relevant stakeholders will implement measures to ensure the economy of inputs, the efficiency of outputs and the effectiveness of outcomes, all aimed at the overall transformation of the lives of the people.

6.4 Public and Stakeholder participation in Governance Participation

The County Government of Bungoma has a mechanism through which leaders consult and account to the citizenry through citizen participation. The Urban Areas will engage in consultation and public participation through the established Urban Forums, bringing together the public, civil society and private sectors in key decision making.

6.5 Public-Private partnerships

The county will embrace Public Private Partnerships since they are important in meeting the challenge of sustainable development. Among other benefits they promote access to capital, guarantee attainment of desired outcomes, help to balance budgets and facilitate transfer of risk.

The county will apply lessons and best practices in the application of PPP initiatives, including but not limited to;

- i. Supporting comprehensive capacity development and awareness creation campaigns prior to rolling out of a PPP programme in the county.
- ii. Institutionalize a stable legal and institutional framework as well as a formidable county investment framework to support delivery of PPP projects.
- iii. Selecting a few highly bankable PPP projects through participatory approaches. This will allow stakeholders to understand the mechanics and benefits of PPPs thus ushering the way for more PPP projects.
- iv. Ensuring political will and support from the top levels of government to galvanize citizen support for PPP projects.

6.6 Collaborating and partnership framework

The county will formulate and implement policies and legal framework to deepen collaborations and partnerships. Partnerships help bring synergies between different actors

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operating within the local area, and a level of co-ordination between agencies and policies that was not achieved with nationally designed, segmented and sectoral policies.

A number of specific reasons for pursuing partnership approaches can be identified as:

- They provide a forum for consensus-building and promote the development of a strategic approach.
- They facilitate co-ordination in action realising benefits from avoiding overlap and duplication.
- They extend the scope of action and facilitate integration across policy fields.
- They enhance impact and effectiveness through combined and more efficient use of resources (e.g. co-ordination, integration and concentration on priorities).
- They allow and facilitate a 'division of labour'.
- They should enhance the outcomes of the work of individual partners/organisations.
- They promote innovation.
- They promote more customer-orientation and pro-activity in the development and delivery of public programmes and links to local people.
- They can establish a greater sense of local identity and community and the outcomes of their strategic interventions should improve local competitiveness.

6.7 Good governance and Human rights

Human rights provide a set of performance standards against which the County Government and other actors can be held accountable. At the same time, good governance policies should empower individuals to live with dignity and freedom. Although human rights empower people, they cannot be respected and protected in a sustainable manner without good governance. In addition to relevant laws, the county shall pursue political, managerial and administrative reforms to respond to the rights and needs of people.

To deliver on the Human rights promise, the county shall implement a series of actions including:

- Integrating human rights effectively in legislation and County policies and practices.
- Supporting the promotion of justice as the aim of the rule of law;
- Understanding that the credibility of democracy depends on the effectiveness of its response to people's political, social and economic demands;
- Promoting checks and balances between formal and informal institutions of governance;
- Effecting necessary social changes, particularly regarding gender equality and cultural diversity;
- Generating political will and public participation and awareness; and
- Responding to key challenges for human rights and good governance, such as corruption and violent conflict.

6.8 Integrity and Good Governance

The attainment of the future felt needs of the people will be highly dependent on integrity and good governance by both public and private sectors. The Strategy identifies a number of critical policy priorities that must be addressed in the short-term, in order to usher in sustained period of transformation. These are:

- i. Correcting the weaknesses of the revenue allocation system which relies heavily on revenue from business licensing. To reverse this, the Vision will encourage greater internal revenue generation efforts.

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- ii. Increased investment in critical infrastructure. The County Government will focus on:
 - increasing the quantity and quality of infrastructure spending;
 - development of a framework for joint financing of infrastructure projects between the tiers of government; and
 - encouragement of private investments in infrastructure
- iii. Deepening reforms at all levels of government;
- iv. Promoting private sector-led non-Agriculture growth to build the foundation for economic diversification;
- v. Investment in human capital development to enhance national competitiveness;
- vi. Entrenchment of merit as a fundamental principle and core value.
- vii. Intensifying the war against corruption
- viii. Upgrading the capability of the enforcement apparatus of government, and enhancing the efficiency of their operations.

In general, good governance and a strong demand for results will enable the County to deliver on the aspirations of this Strategy

CHAPTER SEVEN: DELIVERING THE STRATEGY

7.1 Overview

The Strategy outlines the programmes, policies and legal reforms needed to attain the desired shared urban future.

Delivering the aspirations contained in this Strategy requires dedication and collaboration with National Government and Development Partners. Additionally, it will require that we remain faithful to the people and to mobilize resources, manage them prudently and invest in high-impact programmes highlighted in this Strategy.

7.2 The Financing Framework

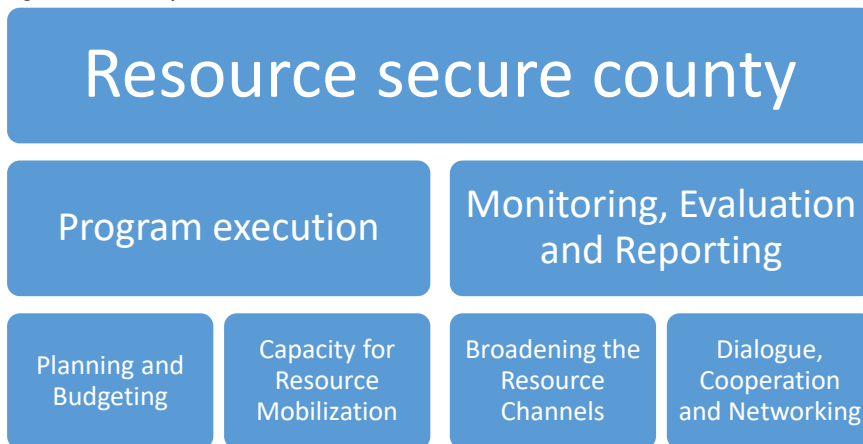
The County primarily depends on the exchequer for funding of its development and operations. The other avenue of raising revenue internally is limited, unpredictable and dynamic. The county has limited revenue streams for dedicated development programming. This constraint stifles development and hinders the county from realizing its full potential.

The financing framework for this Strategy includes both financial and non-financial resources. Namely;

- Diversified funding and investment streams that will support the development programmes of the county
- Clear potential development partners and investors map that could partner and collaborate with the county to fulfil its mandate
- Improved capacity of the county staff on resource mobilization and investment

The County Resource Mobilisation Framework is built on four pillars as detailed in figure 19

Figure 19: County Resource Mobilisation Framework



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7.3 Financing priorities

The Strategy will be guided by six flexible financing priorities which include; linking financing with its purpose, focusing on domestic finance, reducing the cost of remittances, working with global partners to mitigate unintended consequences of global financial regulation, addressing illicit financial flows and leveraging on partnership surge to get the non-financial benefits of financial flows. Table 8 details the financing priorities and the specific actions to be undertaken by the county.

Table 8: Financing Priorities and the Specific Actions

Priority No. 1: Do not consider financing in isolation; rather link it clearly with its purpose

County Actions:

Formulating financing and regulatory framework.

Encouraging economies of scale.

Strengthening domestic markets and public financing.

Priority No. 2: Focus on domestic finance by increasing county government revenues and developing domestic financial and capital markets further

County Actions:

Offer tax incentives.

Develop the money markets.

Integrate payments systems in order to reduce transaction costs.

Priority No. 3: Reduce the cost of remittances and increase their development impact

County Action:

Formulate pro- remittance policies.

Give incentives to individual wishing remit fund for economic development

Remove bureaucracies and bottlenecks for private investors

Advance loans to the individual to help further her or his entrepreneurial pursuits.

Priority No. 4: Anticipate or identify the unintended consequences of global financial regulations and work with the National Government and global partners to mitigate them

County Action:

Promote anti- terrorism policies.

Sensitise the community against human trafficking.

Enhance the campaign against corruption

Priority No. 5: Work with the National Government and the private sector to reduce illicit financial flows

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County Action:

Promote public-private partnership.

Improve domestic resource mobilization.

Mainstream the financial sector in the county.

Developing an Idea-Sharing Platform on Financial services.

Advocating to national Institutions on Key Areas that need reform

Priority No. 6: Engage in broad partnerships to get the “non-financial” benefits of financial flows

County Action:

Aligning planning and budgeting to SDGs

Training SDG Financing to County Staff

Supporting Institutional Partnership on Key SDG Financing Initiatives

Developing County-Level SDG and Sector plans and Costing Exercises:

Developing an Idea-Sharing Platform on SDG Financing for the County

Over the Strategy period, the county policy makers will emphasize the need to:

- Improve domestic resource mobilization
- Maximize innovative financing (Remittances and Long-term, non-traditional financial mechanisms)
- Implement existing commitments
- Promote the quality and predictability of external financing

7.4 The Monitoring, Evaluation and Reporting Framework

The Constitution 2010 provides a basis for M&E to ensure transparency, integrity, accountability and access to information, resource allocation and management at both national and county levels. The constitutional provisions to Planning and M&E are under articles 10, 56, 174, 195, 201, 203, and 225, 226, 227.

To ensure efficient and effective implementation of this strategy, the Department of Finance and Economic Planning has developed an M&E policy that sets the direction for conducting M&E of government programmes and projects.

Monitoring and Evaluation

The Monitoring and evaluation approach reflect the conceptual model shown below. The Monitoring will be guided by Key Evaluation Questions (KEQs) that align with the main elements of the programmes. The KEQs are important for developing an accurate picture and evidence base to understand successes and learning opportunities for implementation of this strategy. The KEQs have been developed to provide insights into the appropriateness, efficiency, effectiveness, impact and sustainability of the Strategic outcomes and delivery as listed in figure 20:

Figure 20: Implementation of Bungoma County Urban Institutional Development Strategy

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<p>Appropriateness The extent to which the program's design, implementation and initial results are adequate to address the problem and the stakeholder needs</p>	<p>Impact Changes (intended or unintended, directly or indirectly) produced by the program</p>
<p>Efficiency The extent to which inputs and actions are delivered, and how these are converted to outputs and outputs converted to outcomes</p>	<p>Sustainability Likely continuation of positive benefits of the program</p>

Effectiveness
Extent to which actions support intended outcomes

Reporting on Implementation of the CUIDS

The County Departments will prepare annual progress reports on the implementation of the CUIDS. Each Municipal Manager will prepare quarterly and annual reports on the implementation progress of the strategy. The county planning unit will consolidate and prepare regular reports and publish Annual Progress Reports (APRs), Mid-Term and End-Term Review Reports on implementation of the strategy. These reports will be presented to the County Executive Committee (CEC) chaired by H.E the Governor and the National Government Agencies. These Reports will be published and availed on the County website. They will also be shared with all stakeholders including the public, development partners, private sector and civil society. Monitoring and Evaluation will also;

- Regularly review M&E indicators to fast-track the implementation
- Undertake Various surveys, include poverty surveys, integrated household budget surveys
- Provide useful input in monitoring progress made

The evaluation will document findings in an evaluation report. The report will contain an executive summary that can be used as a standalone document and is appropriate for the Department and the general public. The main body of the report will contain details of all programmes to help understand success and areas for improvement to inform future planning and implementation. Both components will be publicly available via the County website. A summary of reporting requirements is provided in table 9 below.

Table 9: Summary of evaluation reporting requirements

Report section	Content
Executive summary	Summary of policy context, evaluation context, approach, findings and recommendations, framed for the Minister or public audience
Introduction and context	Summary of policy context Summary of the context for the evaluation Document the evaluator and their relationship with the VCC and VCS
Evaluation method, design and data	Outline the final evaluation method, KEQs and data

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Report section	Content
Key findings	Synthesis of findings for each KEQs
	Evaluation of success against outcomes
	Identify areas for improvement to inform future planning
Recommendations	Conclusions and recommendations for future system monitoring and evaluation
Appendices	All collated and reviewed findings against each KEQ and outcome indicator

7.5 The CUIDS delivery Committee

The County will constitute a Strategy delivery Committee to consider all matters relating to strategy implementation, development and regulations; investment and other planning policies. Due to the magnitude of the challenges and in recognition of the importance of strategic partnerships with competent agencies and authorities, the committee will be keen to harness the knowledge and best practices that exist in the County development sphere to inspire an era of development regeneration.

The committee will provide technical assistance in terms of information, research, policy analysis, and resource development for county governments across a range of policy issues targeting the growth of all sectors as engines of county economy.

Legal framework for the Committee's activities

The Constitution of Kenya sets the stage for the current governance through the Articles 174, 176 and 184, by enshrining the principle of devolution to the County governments and allowing further decentralization to the lowest level possible for effective delivery of services.

Correspondingly, various Acts of Parliament such as the Transition to Devolved Government Act (2012), County Government Act (2012) and the Urban Areas and Cities Act (2011) set criteria for the transfer of functions to the County and Urban levels. Some of the functions include: -

- Ensuring that each county has a planning framework including planning unit for the delivery of its services which adhere to the National Government standards as well as the relevant statistics (CGA2012 s. 104106), (CGA 2012s 117), (CoK Art.21 and 43).
- Ensuring that each county prepares an Integrated Development Strategy, county sectoral plans, county spatial plans and Cities and Urban areas plans including annual and operational work plans (CGA 2012 s. 107-111)
- Ensuring that each county has determined the amount of resources required to implement its development Strategy among others.

The committee offers a platform for Citizens to realize their dreams hinged on the expectation that the devolved system will inspire accelerated development processes within the county..

The Committee will achieve its objectives and mandate through the following ways:

- Development of a framework to guide and assist county governments in the establishment of institutional structures for the management of the County
- Creating forums for sharing of emerging issues and best practices, including modalities for prioritization and promotion of wards as engines of socio-economic growth.

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- Providing platform for review and mainstreaming of on-going development programmes, within respective county integrated development plans (CIDPs).
- Providing a framework for the review and mainstreaming development partner's engagement and support to county governments on development and management issues.

ATTACHMENT 1

URBAN AREA INSTITUTIONAL DEVELOPMENT MATRIX: CURRENT SITUATION

[MAP SHOWING URBAN AREAS TO BE ATTACHED]

Name(s) of urban area	Geographical and demographic data			Institutional status		Urban management						
	Location	Est. popn.	County capital (Y/N)	Pre-2010 administrative status	Current administrative status and/or current urban management arrangements	Board or Committee (Y/N)	Town or Municipal or city manager or administrator (Y/N)	Office (Y/N)	Staffing of municipality or town administration	Budget and finance	Urban planning	Infrastructure and service delivery responsibilities
Official and other names of the urban area	GIS coordinates Long-itude and latitude	Use most recent official data (e.g. census)	Is the urban area in question the admin HQ of the county?	Municipality ?	Chartered city or municipality? Town? Does the urban area have a town administration?	Does the urban area have an urban board or town committee?	Does the town have an officially designated town administrator or town manager?	Does the urban area administration have an office?	If the urban area has a board or an administration, does it have staff? If so, how many professional or technical staff?	Does the urban area have a separate budget? If so, is this budget: - a separate vote in the county budget - part of the vote of a CEC department? What was the annual budget of the urban area in FY 2016-17	Does the urban area have any urban plans? If yes, what plans currently exist and when were they completed? - IDeP (date) - Spatial (town) plan (date)	What are the specific infrastructure and service delivery responsibilities of the urban area board or administration or administrator?
Bungoma	0° 34' 0" N 34° 34' 0" E	102,514	Yes	Yes	Municipality Yes	Yes (Board)	Yes Manager	Yes	Yes 20-technical staff	Yes - A vote head as grant to Municipality	Yes IDeP (2020-2024)	-Waste management, Development control, fire fighting, roads, enforcement, markets, parking, outdoor advertising, storm water, street

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												lighting, greening, climate action, storm water mgt, Disaster Management
Kimilili	0° 47' 0" N 34° 43' 0" E	94,719	No	Yes	-Municipality -Yes	Yes (Board)	Yes Manager	Yes	-Yes 15 technical staff	Yes - A vote head as grant to Municipality	Yes IDeP (2020-2024)	-Waste management, Development control, fire fighting, roads, enforcement, markets, parking, outdoor advertising, storm water, street lighting, greening initiatives, climate mitigation, DRR
Webuye	0° 37' 0" N 34° 46' 0" E	42,642	No	No	Town	No	Yes (Town Administrator)	Yes	Yes -No technical staff	No - part of the vote of a CECM-Urban department	No	-Development control -Waste management
Chwele	0.7359° N, 34.5778° E	9,797	No	No	Town	No	Yes (Town Administrator)	Yes	Yes -No technical staff	No - part of the vote of a CEC department	No	-Waste management Development control
Kapsokwony	0°51'08.0" N 34°42'07.0"E	7,077	No	No	Town	No	Yes (Town Administrator)	Yes	- Yes -No technical staff	No - part of the vote of a CEC department	No	-Waste management -Development control
Cheptais	0.80786.0''N 34.4673E	4,419	No	No	Town	No	Yes (Town Administrator)	Yes	- Yes -No technical staff	No - part of the vote of a CEC department	No	-Waste management -Development control
Sirisia	0° 7' 12.00"N ; Longitude , 34° 0' 0.00"E	2,096	No	No	Town	No	Yes (Town Administrator)	Yes	Yes -No technical staff	No - part of the vote of a CECM-Urban department	No	-Development control -Waste management

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Malakisi	0° 40' 52.48"N ; Longitude , 34° 25' 16.36"E		No	No	Town	No	Yes (Town Adminis t rator)	Yes	- Yes -No technical staff	No - part of the vote of a CEC department	No	-Waste management -Development control
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ATTACHMENT 2

URBAN AREA INSTITUTIONAL DEVELOPMENT MATRIX: PROPOSALS (FOR A 5-YEAR HORIZON)

Name(s) of urban area	General		Specific							
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or Municipal or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infra-structure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N
	Municipality	Y/N	Y/N or N/A	Y/N or N/A	Y/N or N/A	Y/N or N/A	Y/N or N/A	Y/N or N/A	Y/N or N/A	Y/N
	Chartered city or municipality? Town? Does the urban area have a town administration?	Y = urban area to be granted city or municipal status or to be classified as town N = no change in existing status of urban area	Y = either board or committee to be established Deadline N = no board or committee to be established N/A = no changes proposed in current arrangements	Y = either manager or administrator to be appointed Deadline N = no manager or administrator to be appointed N/A = no changes proposed in current arrangements	Y = office to be set up Deadline N = no office to be set up N/A = no changes proposed in current arrangements	Y = staff to be appointed N = no staff to be appointed N/A = no changes proposed in current arrangements What staffing arrangements and numbers? Deadline	Y = urban area to have separate budget - Separate vote in county budget? - Sub-component of existing vote in county budget? Deadline N = urban area will not have separate budget	Y = urban area to have its own plans - IDeP? - Spatial plan? Deadline N = urban area will not have its own plans N/A = no changes proposed in planning arrangements	Y = urban area to be assigned specific infrastructure and service delivery functions - which functions to be assigned? Deadline N = urban area will not be assigned specific infrastructure and service delivery functions	Y = demarcation of urban area N = no planned demarcation of urban area

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Name(s) of urban area	General		Specific							
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or Municipal or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infra-structure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N
							N/A = no changes proposed in budgeting arrangements		N/A = no changes	
Bungoma	Municipal Manager Yes	Y = urban area granted municipal status	Board already established	Y = manager appointed	Y = office has set up	Y = staff appointed 1-Municipal Manager 9-Board members 5-fire crews 2-public health officers 1-engineer 2-Development control and compliance officers 10 enforcement officers 20 other carders	Y=urban area to has separate budget	Y = urban area has its own plans -IDep -Local Area Physical Dev Plan Strategic Plan	Y = urban area already assigned specific infrastructure and service delivery functions -roads -storm water drainage -street lighting -market -abattoirs -walkways and non-motorized transport	Y = demarcation of urban area
Kimilili	Municipal Manager Yes	Y = urban area granted municipal status	Board already established	Y = manager appointed	Y = office has set up	Y = staff appointed 1-Municipal Manager 9-Board members 5-fire crews 2-public health officers 3-engineer 4-Development control and compliance officers	Y=urban area to has separate budget	Y = urban area has its own plans -IDep -Local Area Physical Dev Plan Strategic Plan	Y = urban area already assigned specific infrastructure and service delivery functions -roads -storm water drainage -street lighting	Y = demarcation of urban area

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Name(s) of urban area	General		Specific							
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or Municipal or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infra-structure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N
						10 enforcement officers -20 other carders			-market -abattoirs -walkways and non-motorized transport	
Webuye	Town Administrator	Y = urban area granted municipal status	Board to be established	Y = manager to be appointed	Y = office to be set up	Y = staff to be appointed -Town Committee 2- Physical planners 1- architect 2- Development control and compliance officer -To be done before end of 2023	Y = urban area to have separate budget	Y = urban area to have its own plans - IDEP by Jan 2024	Y=urban area to be assigned specific infrastructure and service delivery functions -service centre -industrial centre Transport centre	Y = demarcation of urban area
Chwele	Town Administrator	N = no change in existing status of urban area	Committee to be established	N/A = no changes proposed in current arrangements	N/A = no changes proposed in current arrangements	Y = staff to be appointed -Town Committee 2- Physical planners 1- architect 2- Development control and compliance officer -To be done before end of 3-2023	N = urban area will not have separate budget	Y = urban area to have its own plans - IDEP - 2018/2019 FY	Y=urban area to be assigned specific infrastructure and service delivery functions -service centre -industrial centre Transport centre	Y = demarcation of urban area
Kapsokwony	Town Administrator	N = no change in existing status of urban area	Committee to be established	N/A = no changes proposed in current arrangements	N/A = no changes proposed in current arrangements	Y = staff to be appointed -Town Committee 2- Physical planners 1- architect 2- Development	N = urban area will not have separate budget	Y = urban area to have its own plans - IDEP -Local Area	Y=urban area to be assigned specific infrastructure and service delivery	Y = demarcation of urban area

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Name(s) of urban area	General		Specific							
	Current institutional arrangements	Planned institutional arrangements?	Board or Committee Y/N Timelines	Town or Municipal or city manager or administrator Y/N Timelines	Office Y/N Timelines	Staffing of municipality or town administration Numbers Timelines	Budget and finance Budget status? Timelines	Urban planning Timelines	Infra-structure and service delivery responsibilities Timelines	Demarcation of urban area? Y/N
						control and compliance officer -To be done before end of 2018		Physical Plans	functions -service centre -industrial centre Agriculture Centre Transport centre	
Cheptais	Town Administrator	N = no change in existing status of urban area	Committee to be established	N/A = no changes proposed in current arrangements	N/A = no changes proposed in current arrangements	Y = staff to be appointed -Town Committee 2- Physical planners 1- architect 2- Development control and compliance officer -To be done before end of 2018	N = urban area will not have separate budget	Y = urban area to have its own plans - IDeP -Local Area Physical Plans	Y=urban area to be assigned specific infrastructure and service delivery functions -service centre -industrial centre Transport centre Agriculture centre	Y = demarcation of urban area
Sirisia	Town Administrator	N = no change in existing status of urban area	Committee to be established	N/A = no changes proposed in current arrangements	N/A = no changes proposed in current arrangements	Y = staff to be appointed -Town Committee 2- Physical planners 1- architect 2- Development control and compliance officer -To be done before end of 2023	N = urban area will not have separate budget	Y = urban area to have its own plans - IDeP -Local Area Physical Plans	Y=Urban area to be assigned specific infrastructure and service delivery functions -service centre -industrial centre Transport centre -Logistics centre	Y = demarcation of urban area

ATTACHMENT 3

COUNTY URBAN AREA INSTITUTIONAL DEVELOPMENT – ANNUAL ACTION PLAN & BUDGET

County: Bungoma (Combined for Bungoma and Kimilili Municipalities) FYs: 2023/24

CUIDP Section	Activity	Timeframe												Implementation modality	Cost elements	Proposed budget (Kshs)	
		J	F	M	A	M	J	J	A	S	O	N	D				
Developing institutions for urban management	- Interdepartmental consultations/sensitization in the county -Resource mobilization for urban needs														Internal county government staff Consultancy and technical support	8,000,000	15,000,000
	- Annual Development Plans for Bungoma and Kimilili Municipalities -Assessment of urban development needs														Internal county government staff External experts to be hired Consultancy and technical support	10,000,000	14,000,000
	- Capacity development & training of Municipal Board, Manager and Staff														Internal government staff	12,000,000	20,000,000
	- Procurement of development projects -Preparation of project feasibility reports														Internal government Staff Consultancy and technical support	10,000,000	30,000,000
	- Implementation monitoring, Evaluation and reporting on Project Implementation Status -Project Evaluation														Internal government staff Consultancy and technical support	11,000,000	20,000,000

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- Review of IDePs (Bungoma & Kimilili),Preparation of strategic plans and policies																Internal government Staff Consultancy and technical support	8,000,000	40,000,000	
- Stakeholder engagement & Public Participation																Internal government staff	30,000,000	20,000,000	
- Urban spatial planning (Bungoma & Kimilili)																government staff External experts to be hired	100,000,000	140,000,000	
Total annual budget																	299,000,000		
Resources																	County contribution	100,000,000	
																	Other budget contributions(including UIG)	199,000,000	
																	Total resources	299,000,000	

ANNEX I: IMPLEMENTATION MATRIX

Programme/ Project	Objectives	Expected Outcomes	Performance Indicator	Implementing Agency	Time Frame (Yrs)	Sources of Funds	Indicative Budget (Kshs. Million)					
							Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
ECONOMIC PILLAR												
Transport and Infrastructure												
Resilient Integrated Transport Infrastructure programme	To spur socio-economic transformation	Increased investments	No of new investments recorded	NG/CGB/DPs		NG/CGB/DPs	20	30	50	50	80	
Webuye and Lwakhakha Logistics and Cargo Facilities	To promote border economic activities	Increased revenues	% increase in local revenues collected	NG/CGB/DPs		NG/CGB/DPs			100	100	100	
Trade												
SME PARK at Bungoma, Kimilili and Cheptais	To provide better business environment	Increased SMEs	No of new SMEs established	NG/CGB/DPs		NG/CGB/DPs		200	100			
Tier One Markets in Webuye and Kimaeti	To Grow market share.	Increased business turnovers	Total business turnovers recorded	NG/CGB/DPs		NG/CGB/DPs			80			
Dry port at Lwakhakha.	To promote border business	Increased revenues	% increase in revenues collected at Lwakhakha	NG/CGB/DPs		NG/CGB/DPs					200	
Market infrastructure upgrade programme	To provide traders with better working conditions	Increased trading opportunities	No of new traders established	NG/CGB/DPs		NG/CGB/DPs		50	50			
Exports promotion programme	To Increase sales.	Improved living standards	GDP per capita	NG/CGB/DPs		NG/CGB/DPs		10	10	10	10	
Co-operative Development programme	To promote co-operative farming	Increased farmers returns	No of co-operatives formed	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	
Enforcement of fair trade practices	To Enhance customer relationships.	Reduced customer exploitation	No of trade fairs initiated	NG/CGB/DPs		NG/CGB/DPs			3	3	320	
Public Private Partnerships (PPP) mainstreaming	To Improve stakeholder relations.	Enhanced PPP to County development	No of PPP policies formulated	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	
INDUSTRY												
Cottage Industries Zones	To promote value addition	Enhanced jobs and incomes	No of cottage industries established	NG/CGB/DPs		NG/CGB/DPs			20	20	20	
Sanga'lo Industrial Park	To develop industrial estates	Established industrial investments	No of industries established	NG/CGB/DPs		NG/CGB/DPs		200	100		50	
Enterprise development and innovation	To provide marketing facilities	Developed enterprises	No of enterprises registered	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	
Investment promotion programmes	To Build brand awareness	Increased investments	No of new investors recorded	NG/CGB/DPs		NG/CGB/DPs		3	3	3	3	
TOURISM												
Integrated Tourism circuit	To increase visits of tourists	Increased socio-economic benefits		NG/CGB/DPs		NG/CGB/DPs		3	3	3	32	
Tourism Research and Development	To minimize negative social, economical and environmental impacts	Increased tourist sites	No of new sites developed	NG/CGB/DPs		NG/CGB/DPs		2	2	2	25	

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Programme/ Project	Objectives	Expected Outcomes	Performance Indicator	Implementing Agency	Time Frame (Yrs)	Sources of Funds	Indicative Budget (Kshs. Million)					
							Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Tourism Marketing	To build branding awareness	Increased tourist sites awareness	No of brands initiated	NG/CGB/DPs		NG/CGB/DPs			5	5	5	5
Tourism Protection and Regulation	To develop tourism with dignity	Managed tourism	No of policies formulated	NG/CGB/DPs		NG/CGB/DPs		3	3	2	1	
AGRICULTURE AND LIVESTOCK												
Agricultural Intensification and Development of Sustainable Production Systems-AIDSPS	To boost agricultural productivity	Improved production inputs use and soil quality.	No of agricultural inputs provided	NG/CGB/DPs		NG/CGB/DPs			10	10	15	20
Agricultural Credit and Financial Services	To enhance access to suitable financial services	Increased production	Metric tonnes of production	NG/CGB/DPs		NG/CGB/DPs		20	20	20	30	
Chwele and Kapsokwony Agri-business zones	To develop agribusiness enterprise skills	Improved productivity of agribusiness value chains	No of agribusiness enterprises developed	NG/CGB/DPs		NG/CGB/DPs		10	10	10	20	
Agri-entrepreneurship Programme	To identify entrepreneurial skills	Acquired skills for agribusiness	No of skilful personnel	NG/CGB/DPs		NG/CGB/DPs		20	10	10	10	
Provision of support to Professional Producers-PP	To promote efficient and effective management of production	Improved HH income	No of professional producers supported	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	
Promotion of Commodity Chains and Agribusiness Development –CCAD	To promote strong farmer-based organizations	Established Competitive value chains	No of competitive value chains established	NG/CGB/DPs		NG/CGB/DPs		10	10	10	20	
County Upper and Lower Nzoia irrigation scheme	To promote crop diversification	Diversified agriculture production	No of new crops introduced	NG/CGB/DPs		NG/CGB/DPs			50	50	50	
Livestock Multiplication Centre	To promote livestock production	Diversified livestock production	No of new livestock breeds produced	NG/CGB/DPs		NG/CGB/DPs			10	15	15	
MANUFACTURING												
PPPs for production of food products, industrial crops, construction materials	To promote stakeholder co-operation	Enhanced agricultural mechanization	No of Agricultural machinery acquired	NG/CGB/DPs		NG/CGB/DPs			20	20	10	
Develop small and medium enterprises (SMEs)	To promote economic activities	Increased incomes	No of SMEs developed	NG/CGB/DPs		NG/CGB/DPs			30	10	10	
IT ENABLED SERVICES												
Technology/Science Parks at Bungoma ICT DEV Zone	To advance scientific and technological endeavours	Increased investments	No of innovations developed	NG/CGB/DPs		NG/CGB/DPs			10	10	10	
Establishment of data centres	To secure and deliver critical information assets	Enhanced quality of service levels	No of secure data bases established	NG/CGB/DPs		NG/CGB/DPs			10		10	
County Internet TV station	To provide advertisement platform	Established internet TV station	No of TV station established	NG/CGB/DPs		NG/CGB/DPs				50		
Setting up of a county ICT incubation hub	To improve ICT infrastructure	Enhanced Economic and infrastructure development	No of ICT incubation hubs developed	NG/CGB/DPs		NG/CGB/DPs				100		
County FM Radio station	To increase public awareness	Increased public awareness	% of county information accessed to the public	NG/CGB/DPs		NG/CGB/DPs				20		

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Programme/ Project	Objectives	Expected Outcomes	Performance Indicator	Implementing Agency	Time Frame (Yrs)	Sources of Funds	Indicative Budget (Kshs. Million)							
							Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027		
FINANCIAL SERVICES														
Local content Micro-Finance Institutions programme	To provide access to financial services	Improved livelihoods	No of financial services provided	NG/CGB/DPs		NG/CGB/DPs			20					
BLUE ECONOMY														
Capacity development programme	To provide training and guidance	Improved living standards	No of skilled personnel	NG/CGB/DPs		NG/CGB/DPs	5	5	5	5	5			
DIGITAL ECONOMY														
Integrated DE Access Programme	To support development and prosperity outcomes.	Enhanced prosperity and building inclusion	No of innovations developed	NG/CGB/DPs		NG/CGB/DPs			10	5	5			
Software and Internet Zones	To protect network	Maintained communication	No of software established and protected	NG/CGB/DPs		NG/CGB/DPs			10	10	10			
SOCIAL PILLAR														
EDUCATION AND TRAINING														
Development of model ECDE centres	To Provide education geared towards development of the child's mental capabilities and physical growth	Developed child	No of model ECDE centres developed	NG/CGB/DPs		NG/CGB/DPs			10	10	10	20		
VTC centres of excellence	To provide wholistic education	Skilled population	No of VTC centres of excellence developed	NG/CGB/DPs		NG/CGB/DPs			20	20	20			
Education scholarships and bursaries programme	To increase access of education to all	Improved literacy level	No of students supported	NG/CGB/DPs		NG/CGB/DPs	100	150	150	150	200			
Adoption of EMIS for ECDEs and VTCs	To provide a timely and informed basis for Strategyning and management of education services	Enhanced management of ECDEs and VTCs	No of ECDEs and VTCs data captured on EMIS	NG/CGB/DPs		NG/CGB/DPs			10	10				
HEALTH AND WELL BEING														
Universal Health care coverage programme	To increase access to health care services	Sustained socio-economic development	No of people captured under NHIF	NG/CGB/DPs		NG/CGB/DPs			50	50	100	100		
Primary health care programmes	To provide effective and efficient client/patient services	Enhanced accessibility and sustainability of primary health care services.	Increased life span	NG/CGB/DPs		NG/CGB/DPs			100	100	100	100		
County referral health services programme	To develop protocols that will lead to referral system efficiency and effectiveness	Improved health care	No of referral services functioning	NG/CGB/DPs		NG/CGB/DPs			300	300	300	500		
Health workers welfare and safety programme	To foster a safe and healthy work environment.	Improved health service provision	No staff provided with welfare services	NG/CGB/DPs		NG/CGB/DPs			50	50	50	80		
POPULATION AND URBANIZATION														
Integrated urban development Planning	To achieve sustainable urban development	Balanced socio-economic and environmental conflicts	No of urban development Strategies developed	NG/CGB/DPs		NG/CGB/DPs			10	10	15	20		
Delivery of resilient urban infrastructure	To support urban renewal	Attained better living standards, amenities	No of urban centres provided with modern facilities	NG/CGB/DPs		NG/CGB/DPs			200	200	300	350		

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Programme/ Project	Objectives	Expected Outcomes	Performance Indicator	Implementing Agency	Time Frame (Yrs)	Sources of Funds	Indicative Budget (Kshs. Million)					
							Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Gravity Water Systems	To increase water supply	Increased water connectivity	No of HH connected to water supply	NG/CGB/DPs		NG/CGB/DPs			100	100	150	200
Urban Waste and Sewerage management Programme	To increase HH connected to sewerage system	Improved urban cleanliness	No of urban centres provided with the sewerage system	NG/CGB/DPs		NG/CGB/DPs		200	200	250	300	
Housing and Building Technology programme	To expand the opportunities for home ownership	Improved living standards	No of families with owned house units	NG/CGB/DPs		NG/CGB/DPs		100	200	250	300	
GENDER EQUALITY												
Empowerment and Social Inclusivity Programme	To Build awareness of innovations that accelerate women's empowerment	Empowered woman	No of women independent financially	NG/CGB/DPs		NG/CGB/DPs			10	10	10	205
Gender mainstreaming programme	To achieve gender equality	Achieved gender equality	No of women appointed to influential positions	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	
YOUTH												
Youth Empowerment	To access opportunities in the Public and Private sectors	Increased incomes	No of youths independent financially	NG/CGB/DPs		NG/CGB/DPs			10	10	20	20
WOMEN AND GIRLS												
Women and Girls Leadership Centres	To Enhance participation of women and girls in governance	Improved gender equality in governance	No of women and girls enrolled to leadership centres	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	
Reproductive health care programmes	To Promote gender responsive health programmes	Improved sexual and reproductive health sensitizations	No of women and girls sensitized on reproductive health care	NG/CGB/DPs		NG/CGB/DPs		10	10	10	10	
Home-based enterprises for women and girls	To increase financial independence	Improved livelihoods	No of Home-based enterprises developed	NG/CGB/DPs		NG/CGB/DPs		20	10	10	10	
WASH programmes	To reach improved health, environmental and economic conditions	Increased sustainable access to and use of safe water and sanitation services	No of women and girls provided with WASH facilities	NG/CGB/DPs		NG/CGB/DPs		10	10	10	20	
MEN AND BOYS												
Life skills	To equip men and boys with the social and interpersonal skills	Developed adaptive and positive behaviour	% reduction of criminal cases filed	NG/CGB/DPs		NG/CGB/DPs			20	20	30	30
Mentoring Programs	To establish self-accountability and responsibility	Developed own skills, strategies and capability	No of skills developed by men and boys	NG/CGB/DPs		NG/CGB/DPs		10	10	30	30	
VULNERABLES GROUPS												
Disability mainstreaming	To promote the needs and aspirations of PWDs.	Improved PWDs livelihoods	No of PWDs recruited to influential positions	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	
Empowerment programmes for Persons Aabled Differently (PAD)	To increasing access to opportunities	Independent PWDs	No of PWDs independent financially	NG/CGB/DPs		NG/CGB/DPs		10	10	10	10	
SPORTS												

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Programme/ Project	Objectives	Expected Outcomes	Performance Indicator	Implementing Agency	Time Frame (Yrs)	Sources of Funds	Indicative Budget (Kshs. Million)					
							Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Sports Academies	To nurture sports talents	Promoted talents	No of County talents in international markets	NG/CGB/DPs		NG/CGB/DPs			50	50		
Sports complexes	To facilitate competitive sports	Improved sports leagues	No of sports leagues inaugurated	NG/CGB/DPs		NG/CGB/DPs		300	300	300	400	
Sports marketing	To build sports branding	Enhanced international presence	No of brands created	NG/CGB/DPs		NG/CGB/DPs		10	10	10	10	
Sports Financing	To ensure development of sports infrastructure	Modernized sporting facilities	No of sports infrastructure constructed	NG/CGB/DPs		NG/CGB/DPs		50	50	50	50	
CULTURE AND ARTS												
Sang'alo Integrated Culture and Arts Centre	To preserve and foster cultural values	Conserved heritage	No of culture and arts preserved	NG/CGB/DPs		NG/CGB/DPs			10	10	10	10
Development of Amphitheatre	To promote talent in music and dance	Improved music and dance skills	No of musicians and dancers recognized	NG/CGB/DPs		NG/CGB/DPs			30	30		
ENVIRONMENTAL PILLAR												
ENVIRONMENTAL MANAGEMENT												
County Environmental Management and conservation	To facilitate conservation of the environment	Formulated environment management policy	No of policies formulated	NG/CGB/DPs		NG/CGB/DPs		10	10	10	10	10
Sustainable Environment Management Practices Doctrine	To preserve environment conservation culture	Developed environment conservation practices	No environment conservation practices documented	NG/CGB/DPs		NG/CGB/DPs		20	10	10	10	10
NATURAL RESOURCES												
County natural heritage conservation programmes	To safeguard natural heritage for future generations	Improved tourists and investment attractiveness	No of natural heritage conservation centres developed	NG/CGB/DPs		NG/CGB/DPs		10	10	10	10	10
Forestry Development and Management programme	To preserve and maintain forests' ecological and socio-economic values	Sustained livelihoods and the economic development of communities	No of policies formulated	NG/CGB/DPs		NG/CGB/DPs		20	20	20	20	30
Community Green Energy Programme	To replace use of fossil fuels	Reduced energy pollution	No of new green energy initiatives introduced	NG/CGB/DPs		NG/CGB/DPs		20	20	10	10	10
TERRESTRIAL AND IN LAND FRESH WATER ECOSYSTEMS												
Establish modern waste management infrastructure.	To ensure the protection of the environment	Increased affordable waste collection services	No of HH connected to a waste collection facility	NG/CGB/DPs		NG/CGB/DPs				50	50	50
Restore degraded landscapes	To regain ecological integrity	Enhanced human well-being	No of degraded landscapes restored	NG/CGB/DPs		NG/CGB/DPs			20	20	20	
FORESTS												
County tree nursery programmes	To provide cheap and climate smart alternatives	Increased income opportunities	No of tree nurseries developed	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	5

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Programme/ Project	Objectives	Expected Outcomes	Performance Indicator	Implementing Agency	Time Frame (Yrs)	Sources of Funds	Indicative Budget (Kshs. Million)					
							Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Develop community based and institutional commercial tree planting initiatives	To increase forest cover	Improved livelihoods	% of forest cover	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	5
Re-afforestation and nurturing indigenous trees and threatened species in Mt. Elgon forest	To restore Mt. Elgon	Restored ecological conditions	% of Mt. Elgon restored	NG/CGB/DPs		NG/CGB/DPs		10	10	10	10	10
Develop a robust and functional county forestry monitoring system.	To build up forest related land use resource inventories	Protected forested areas	No of forest units captured in the monitoring system	NG/CGB/DPs		NG/CGB/DPs		10	20	20	20	20
WETLANDS												
Wetlands Protection and Conservation Programmes	To provide understanding of the value of wetlands and the dangers of degradation	Protected wetlands	No of wetland protected	NG/CGB/DPs		NG/CGB/DPs			20	20	20	30
Construction of a floating jetty in wetlands	To enable closer bird viewing	Improved tourists attractiveness	No of floating jetty constructed	NG/CGB/DPs		NG/CGB/DPs						
MOUNTAINS AND HILLS												
Visual Assets Development	To enable hillside viewing	Improved tourism	No of visual assets developed	NG/CGB/DPs		NG/CGB/DPs			3	3	3	3
Development of Green Energy Zones	To promote use of clean cost competitive energy sources	Minimized impact of the energy sector on the environment	No of green zones established	NG/CGB/DPs		NG/CGB/DPs			20	20	20	40
LAND AND SOIL												
Soil Conservation program	To prevent soil degradation and environmental pollution	Obtained maximum level of production from a given area of land	No of soil conservation measures provided	NG/CGB/DPs		NG/CGB/DPs			10	10	10	10
BIODIVERSITY												
Ex-situ Conservation	To rescue threatened genetic material	Preserved genetic material	No of genetic materials preserved	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	5
In-situ Conservation	To protect individual species in their natural habitats	Preserved habitats and ecosystems	No of species natural habitats protected	NG/CGB/DPs		NG/CGB/DPs		5	5	5	5	5
GENETIC RESOURCES												
County Genetic Resources Bank	To preserve old and new breed	Secured future generations	No of breeds preserved	NG/CGB/DPs		NG/CGB/DPs			10	10	10	10
Anthropogenic Measures	To stabilize greenhouse gas concentrations in the atmosphere	Prevented dangerous anthropogenic interference	No of policies formulated	NG/CGB/DPs		NG/CGB/DPs			5	5	5	5
INVASIVE AND ALIEN SPECIES												
Preparedness and mitigation	To develop preparedness Strategys and mitigation measures	Developed invasive species risk manual	No of invasive species risk manual developed	NG/CGB/DPs		NG/CGB/DPs			50	50	50	100
RESOURCE MOBILIZATION FOR CONSERVATION AND SUSTAINABLE USE OF BIODIVERSITY AND ECOSYSTEMS												
Resource mobilization	To initiate and maintain appropriate contacts with the relevant donor(s)	Approved programmes funded	No of donors approached and maintained	NG/CGB/DPs		NG/CGB/DPs			10	10	20	20

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Programme/ Project	Objectives	Expected Outcomes	Performance Indicator	Implementing Agency	Time Frame (Yrs)	Sources of Funds	Indicative Budget (Kshs. Million)					
							Total	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
INSTITUTIONAL PILLAR												
Governor's Annual Awards	To recognize heroes and heroines	Awarded heroes and heroines	No of heroes and heroines awarded	NG/CGB/DPs		CGB			10	10	10	10
PPP Strategic Investment Fund	To enable investments	Improved economic activities	No of investments funded through PPP	NG/CGB/DPs		NG/CGB/DPs			30	30	30	50