

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF BUNGOMA

PROJECT STOCK TAKE RECOMENDATIONS IMPLEMENTATION PLAN

**FINANCE AND ECONOMIC PLANNING/ KRA 3 FOCAL
OFFICER**

JAN 2026

TABLE OF CONTENT

ACKNOWLEDGEMENT iii

EXECUTIVE SUMMARY iv

Background Information 1

Objectives of the Implementation Plan 3

STOCK TAKING IMPLEMENTATION PLAN FOR THE RECOMMENDATIONS 5

FOREWORD

The PFMA (PIMS Regulations, 2022) as a guiding framework for public investments management in Kenya which provides for establishment of the stock of projects consisting of previously implemented and pipeline projects. Out of the report of the County Project Stock exercise, an implementation plan for the recommendations has been prepared to provide a roadmap for addressing the issues observed.

I take this opportunity to encourage the implementing departments and all stakeholders to put much focus on the issues outlined to ensure all the gaps identified are filled and all that is required for projects to be completed and commissioned is done for full gains to be realized and maximized.



Carolyn Makali Khalayi

CECM – Finance and Economic Planning

ACKNOWLEDGEMENT

I wish to sincerely thank H.E. the Governor as the County steering committee chairman of the Second Kenya Devolution Support Programme for his support and direction that has led to successful execution of the Workplan in which the County Stock Take exercise was part off. Out of the report, this implementation plan for its recommendations is the product. This was made possible through the support and cooperation of all County departments led by the Finance and Economic Development department. Much appreciation is extended to all for their commitment in the plan to take action in the respective issues

May God bless you all.



Robert J. Simiyu
CHIEF OFFICER – FINANCE AND ECONOMIC PLANNING

EXECUTIVE SUMMARY

The County Government of Bungoma has developed this Implementation Plan to address the findings of the County Project Stock Take Exercise, conducted in line with the Public Finance Management Act (PFMA), 2012, Public Investment Management System (PIMS) Regulations, 2022 and under the Second Kenya Devolution Support Programme (KDSP II), KRA 3. The exercise was aimed at strengthening public investment management and ensuring the County maintains a credible, complete, and functional database of all projects.

The stock take exercise, coordinated by the Economic Planning Directorate in collaboration with County departments and the County Project Implementation Unit, assessed the status, performance, and data completeness of both ongoing and completed projects across sectors.

Key findings revealed critical gaps affecting project effectiveness and service delivery. These included incomplete project data—such as missing payment records, timelines, and location details—limited compliance with environmental and social safeguards, and inadequate application of feasibility studies prior to project initiation. In addition, a high number of projects were found to be stalled or incomplete beyond their expected timelines, while weak monitoring and record-keeping systems hindered effective tracking of progress and outcomes.

In response, this Implementation Plan outlines targeted interventions to strengthen project planning, execution, and oversight. These include improving the quality and completeness of project data, enhancing staff capacity in data collection and management, institutionalizing feasibility and pre-feasibility studies in line with PIMS requirements, and addressing stalled projects through structured review and corrective action. The plan also emphasizes strengthening environmental, social, and climate compliance, as well as improving monitoring, reporting, and documentation systems through standardization and automation.

The Plan provides clear timelines, responsibilities, and resource requirements to guide implementation across all departments. It calls for strong coordination, accountability, and adherence to established policies to ensure successful execution.

Effective implementation of this plan is expected to enhance transparency, accountability, and efficiency in the management of public investments. Ultimately, it will improve service delivery, support evidence-based decision-making, and ensure that county projects deliver maximum socio-economic benefits to the people of Bungoma.

Background Information

The County Government of Bungoma, through the Department of Finance and Economic Planning, undertook a comprehensive Project Stock Take Exercise in line with the requirements of the Public Finance Management Act (PFMA) – Public Investment Management System (PIMS) Regulations, 2022. These regulations provide a structured framework for the identification, appraisal, implementation, and monitoring of public investments, including the establishment and maintenance of a credible project pipeline and database.

The stock take exercise was further anchored under the Second Kenya Devolution Support Programme (KDSP II), Key Result Area 3 (KRA 3), which emphasizes strengthening public investment management at the county level. A key performance requirement under this programme is the development of a functional public investment dashboard supported by accurate and complete project data. The stock take exercise therefore served as a critical step toward meeting these requirements and enhancing eligibility for performance-based grants.

The exercise was conducted collaboratively by departmental staff and key stakeholders under the coordination of the Economic Planning Directorate and the County Project Implementation Unit (CPIU). It involved reviewing both ongoing and completed projects across sectors to assess their status, data completeness, compliance with planning frameworks, and overall performance.

Findings from the exercise revealed several systemic challenges affecting project planning, implementation, and monitoring. These included:

Incomplete project records, particularly missing payment details and location data

Limited application of environmental, social, and climate screening across projects implemented between 2013 and 2024

Weak adherence to feasibility analysis requirements (technical, financial, and economic) prior to project initiation

A high number of stalled or incomplete projects beyond their expected timelines

Inadequate documentation of project start and end dates, making it difficult to track project duration and performance

These gaps highlighted weaknesses in institutional capacity, data management systems, and compliance with the PIMS framework. Consequently, there was a need to develop a structured Implementation Plan to address the identified issues, strengthen project management practices, and ensure that public investments deliver optimal socio-economic returns.

The implementation plan therefore provides a coordinated roadmap for improving project data integrity, enhancing appraisal processes, addressing stalled projects, and institutionalizing best practices in public investment management across all county departments.

Objectives of the Implementation Plan

Overall Objective

To strengthen public investment management in Bungoma County by addressing gaps identified during the Project Stock Take Exercise and ensuring that all projects are properly planned, implemented, monitored, and completed in line with the PIMS Regulations, 2022.

Specific Objectives

- 1. To improve the quality and completeness of project data**
Ensure all county projects have accurate and up-to-date information, including payment details, location codes, timelines, and implementation status.
- 2. To enhance capacity for effective project data collection and management.**
Build the technical capacity of field staff and relevant officers in data collection, reporting, and use of digital tools.
- 3. To reduce the number of stalled and incomplete projects.**
Review stalled projects, identify underlying causes, and implement corrective actions to facilitate completion and commissioning.
- 4. To institutionalize project appraisal processes.**
Ensure all projects undergo proper technical, financial, economic, environmental, and social feasibility assessments before implementation.
- 5. To strengthen environmental, social, and climate compliance.**
Promote systematic screening and auditing of projects to ensure compliance with environmental and climate change requirements.
- 6. To improve project monitoring, tracking, and reporting systems.**
Establish reliable mechanisms for tracking project progress, including clear start and end dates and performance indicators.

7. To enhance record keeping, documentation, and data automation

Develop and implement standardized systems and policies for project documentation, storage, and retrieval.

8. To support evidence-based decision-making and resource allocation.

Provide accurate and reliable project data to inform planning, budgeting, and prioritization of county investments.

STOCK TAKING IMPLEMENTATION PLAN FOR THE RECOMMENDATIONS

S/No	Issue	Recommendation	Responsible persons	Timeline	Resource required
1.	Low capacity for field data collection among field staff	Re tooling of field staff on data collection	Programme coordinator	May 2026	Funds
2.	High number of stalled projects still exist long after the expected project implementation timelines	Revisiting the affected projects with the project managers for review and chart appropriate interventions	Project Coordinator and relevant Accounting Officer	April 2024 to June 2026	Vehicles
3.	Lack of project details including payment in most of the projects	Increase effort to retrieve information from secondary sources while strengthening record keeping, storage and automation backed up by a policy	Project Coordinator and relevant Accounting Officer	June 2026	-
4.	Lack of project location codes and status	Revisit projects in the field to ascertain status and obtain geo-reference points	Project Coordinator	June 2026	Vehicles
5.	Most of the projects were not screened for environmental, climatic and social impacts dating from 2013 to 2024	Auditing of the projects on environmental, climatic and social impacts dating from 2013 to 2025	Project Coordinator and relevant Accounting Officer	June 2026	Consultants and Vehicles
6.	Most of the projects were	Institutionalizing project pre-	PIMU and relevant	Sept 2025-	Vehicles

S/No	Issue	Recommendation	Responsible persons	Timeline	Resource required
	not subjected to Technical, Financial, and Economic Viability feasibility	feasibility and feasibility in line with PIMS framework	Accounting Officers	June 2026	
7.	Lack of project start and end date details to enable determination of project duration	Institutionalizing proper record keeping and branding of projects	Relevant Accounting Officers and Project Coordinator	June 2026	-

Prepared by:

Metrine Chonge

Director, Economic Planning.