

**COUNTY GOVERNMENT OF HOMA BAY**



**HOMA BAY MUNICIPALITY**

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**MUNICIPALITY ANNUAL INVESTMENT PLAN**

**2023/2024**

June 2023

## FOREWORD

It is with great pleasure and anticipation that I present this Investment Plan for Homa Bay Municipality. The plan represents our collective vision for transforming our municipality into a thriving urban center, harnessing its unique geographical position on the shores of Lake Victoria and within the fresh water borders of Uganda and Tanzania.

As the municipal leadership, we recognize the immense potential and opportunities that lie within our municipality. With its strategic location, natural beauty, and diverse cultural heritage, Homa Bay Municipality is poised to become an economic, social, and cultural hub that benefits both our residents and visitors alike. This investment plan serves as our roadmap to unlocking that potential and realizing our shared aspirations.

The plan is built upon extensive consultations with various stakeholders, including community members, businesses, civil society organizations, and government agencies. Their valuable insights, ideas, and aspirations have shaped the priorities, strategies, and actions outlined within this document. We believe in inclusive and participatory governance, and this plan reflects our commitment to representing the diverse interests and needs of our municipality's stakeholders.

Through this Investment Plan, we aim to achieve sustainable and inclusive development. Our focus areas encompass governance and institutional strengthening, sustainable infrastructure development and housing, economic diversification and job creation, social services and human capital development, and environmental sustainability and climate resilience. By addressing these key priorities, we will enhance the quality of life for our residents, attract investments, and position Homa Bay Municipality as a model for sustainable urban development in the region.

The success of this plan relies not only on the commitment of the county government but also on the collective efforts of all stakeholders. It requires collaboration, innovation, and a shared sense of purpose. We encourage active engagement and participation from our residents, businesses, and partners to join us on this transformative journey.

I extend my gratitude to the dedicated team that has worked tirelessly to develop this plan, combining expertise, research, and local knowledge. Their commitment to excellence and their passion for our municipality's future are reflected in the comprehensive strategies and actions outlined within these pages.

I invite all stakeholders to embrace this Urban Investment Plan as a guiding document that will shape our decisions and investments in the coming years. Together, let us build a prosperous, sustainable, and resilient municipality that we can all be proud of—one that sets an example for others to follow and ensures a bright future for generations to come.

**Mr. Antipas Nyambok**  
Board Chairman,  
Homa Bay Municipal Board

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## 1.0 INTRODUCTION

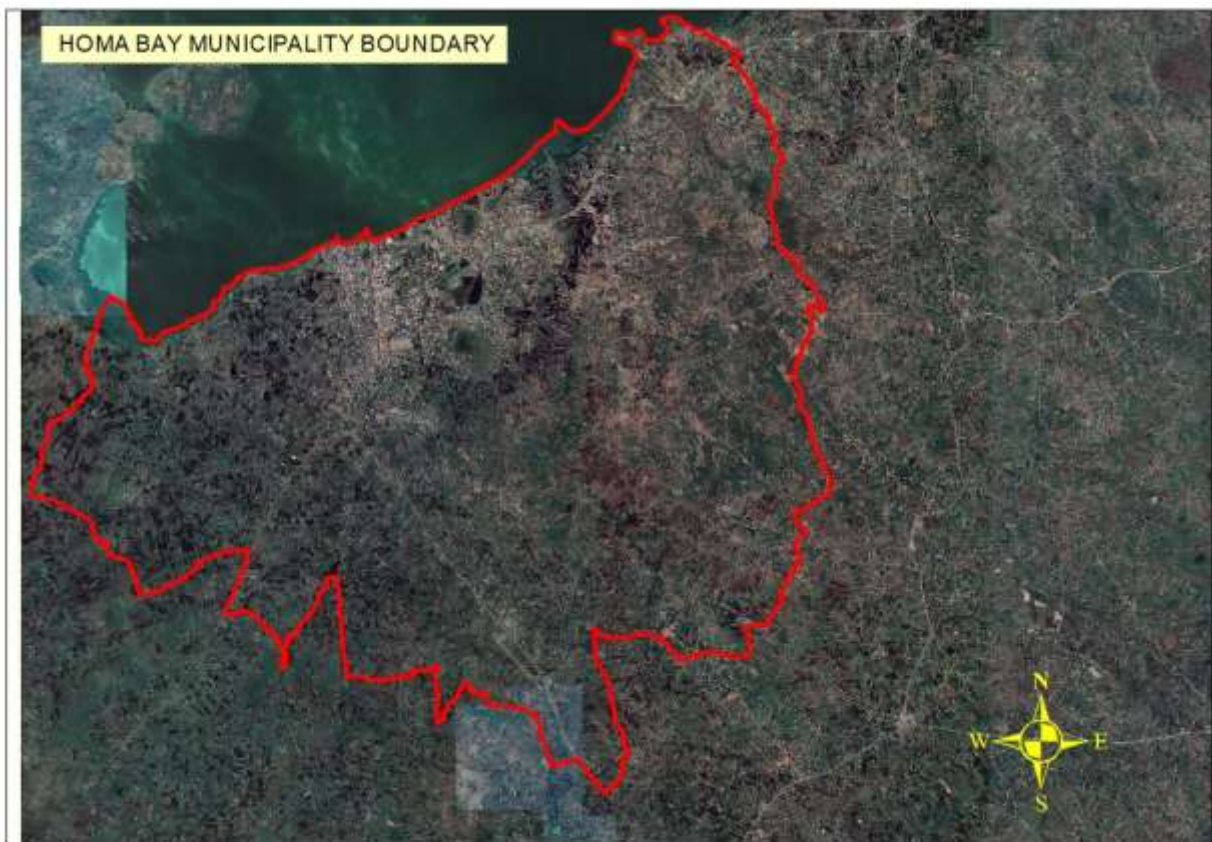
### 1.1 Background and Context

This section provides an overview of the background and context of the municipality, highlighting its geographic location, economic potential, and unique characteristics. Challenges and opportunities faced by the municipality are also recognized and measures to address the challenges and leverage the opportunities are outlined.

#### 1.1.1 Geographic Location

Homa Bay Municipality is situated on 0°29'20.08"S 34°24'16.22"E and 0°36'24.36"S 34°31'25.60"E within the South Western region of Kenya, where it borders Republics of Uganda and Tanzania. It serves as the headquarters of Homa Bay County, and it is strategically located on the shores of Lake Victoria, the largest freshwater lake in Africa. The municipality covers an area of approximately 103.1 square kilometers and is known for its scenic beauty, cultural heritage, and strategic position for regional trade and connectivity.

**Fig. 1 Boundaries of Homa Bay Municipality**



#### 1.1.2 Economic Potential

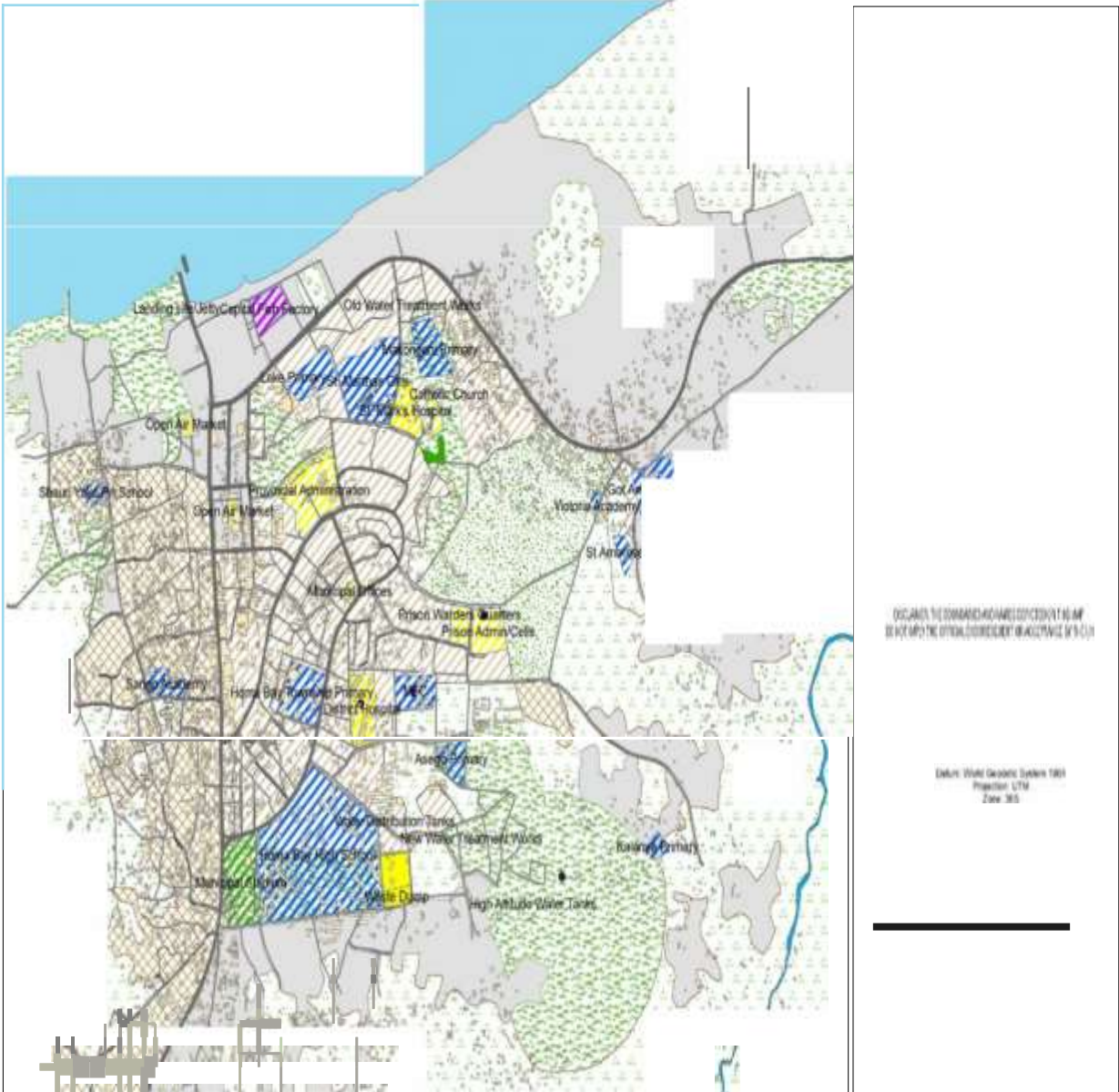
Homa Bay Municipality possesses significant economic potential, driven by its geographic location and natural resources. The presence of Lake Victoria offers opportunities for various



economic activities, including fishing, aquaculture, and water-based tourism. The municipality also benefits from its proximity to neighboring countries, allowing for cross-border trade and business opportunities.

In addition to the lake-based economy, the Municipality has untapped potential in sectors such as agriculture, manufacturing, hospitality, and services. The region's fertile soil and favorable climate create favorable conditions for agricultural production, while its cultural heritage and natural attractions attract domestic and international tourists.

**Fig. 2: Existing Community Facilities**



### 1.1.3 Development Challenges

Despite its economic potential, Homa Bay municipality faces various development challenges that need to be addressed to unlock its full potential:

#### 1.1.3.1 Infrastructure Development

The municipality lacks adequate infrastructure, including roads, water supply, sanitation facilities, and electricity. Insufficient infrastructure hampers economic activities, limits connectivity, and impedes investment opportunities.

#### 1.1.3.2 Employment and Poverty

The municipality experiences high levels of unemployment, particularly among the youth. Limited job opportunities contribute to poverty and social challenges within the urban area.

#### 1.1.3.3 Environmental Sustainability

Environmental sustainability is a key concern for the lakeside municipality. Issues such as deforestation, water pollution, and improper waste management pose risks to the ecosystem and affect the livelihoods of the local population.

#### 1.1.3.4 Institutional Capacity

Strengthening the institutional capacity of the municipality is crucial for effective urban planning, resource management, and investment promotion. Enhancing governance structures and collaboration among stakeholders will support sustainable development efforts.

## 1.2 Strategic Importance of the Plan

The Homa Bay Municipality Investment Plan 2023/24 aims to provide a strategic framework for promoting sustainable municipal development and attracting investment. Ultimately, the plan aims to address these development challenges and leverage the Municipality's unique characteristics to promote sustainable urban development. It focuses on the following strategic areas:

### 1.2.1 Infrastructure Development

The plan emphasizes the improvement of physical infrastructure, including roads, water supply, sanitation, and energy systems. Enhancing connectivity and access to basic services will create an enabling environment for investment and economic growth.

### 1.2.2 Economic Diversification

The plan promotes economic diversification by leveraging the municipality's natural resources, cultural heritage, and strategic location. It aims to support sectors such as fisheries, agriculture, tourism, manufacturing, and services to create employment opportunities and drive economic growth.

### **1.2.3 Environmental Sustainability**

The plan integrates environmental sustainability considerations into urban development strategies. It emphasizes the protection and restoration of natural resources, proper waste management, and the promotion of eco-friendly practices to preserve the environment and support sustainable economic activities.

### **1.2.4 Institutional Strengthening**

The plan includes initiatives to enhance the institutional capacity of the municipality. This involves improving governance structures, fostering collaboration among stakeholders, and promoting citizen engagement to ensure effective implementation of the investment plan.

## **1.3 Linkage of the Investment Plan to Other Plans**

The Homa Bay Municipality Investment Plan is designed to align with and contribute to various plans, commitments, and frameworks at different levels of governance. This section highlights the linkage of the investment plan to the plans of the County Government of Homa Bay, the National Government of Kenya, the East African Community (EAC), the African Union (AU), and global goals and commitments.

### **1.3.1 Plans of the County Government of Homa Bay**

The Homa Bay Municipality Investment Plan is an integral part of the broader development agenda of the County Government of Homa Bay. It aligns with the County Integrated Development Plan (CIDP), which provides a roadmap for the county's development over the next five years (2023-2027). The investment plan complements the county's objectives by focusing on urban development, economic growth, infrastructure improvement, and job creation within Homa Bay Municipality.

### **1.3.2 Plans of the National Government of Kenya**

The investment plan also aligns with the national development priorities and strategies set by the National Government of Kenya. It takes into account the policies and frameworks outlined in national development plans, such as the Vision 2030 and the Bottom-Up Economic Transformation Agenda. The investment plan contributes to the achievement of national goals related to urbanization, economic diversification, infrastructure development, and poverty reduction.

#### *1.3.2.1 Linkage with Kenya Vision 2030 and BETA (MTP 2018-2022)*

Kenya Vision 2030 refers to the long-term development strategy for Kenya where the aim is to transform Kenya into a modern, globally competitive, middle-income country providing high quality life to its entire citizen. The vision was to be implemented in successive five-year Medium-Term Plans and Kenya is currently on the fourth MTP (2023 -2027) whose main thrust is the Bottom-up Economic Transformation Agenda (BETA).

While the National Government of Kenya will be implementing its priorities under five core pillars of the Bottom-up Economic Transformation Agenda (BETA) including Agricultural Transformation; Micro, Small and Medium Enterprise (MSME) Economy; Housing and

Settlement; Healthcare; and Digital Superhighway and Creative Industry, Homa Bay Municipal Board will strive to strategically develop and uplift Homa Bay Municipality by focusing on the five pillars of promoting inclusive governance, fostering economic growth, improving infrastructure, enhancing social services, preserving the environment, and empowering residents through participatory decision-making and sustainable development practices. Ultimately, Homa Bay Municipal Board will harness the Bottom-Up Economic Transformation Agenda (BETA) to accelerate the achievement of its core mandates.

#### *1.3.2.2 Linkage with the Kenya Constitution 2010 and Other Legal Frameworks*

The priorities' in this Municipal Development Plan are consistent with the provisions of the Kenya Constitution 2010 especially the Fourth Schedule which outlines the functions of the national and county governments. In the Constitution, a total of 14 functions have been devolved to the counties.

To operationalize the Constitution, five laws were enacted to provide the framework for devolution namely: Urban Areas and Cities Act,2011; The County Governments Act, 2012; The Transition to Devolved Government Act,2012; The Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012. The relevant provisions of these laws have been considered in coming up with this plan.

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

The Land Acts no 6 of 2012 which provides for the conversion of land from one category to another for the various listed purposes which include land use planning. The Environment Management and Coordination Act (EMCA) of 1999 which opens a way for substantial public involvement in any major development decisions, which have environmental bearing. The Land use change, shall only be undertaken after Environmental Impact Assessment by an independent body.

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

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

This Municipal Integrated Development Plan is the first to be formulated by the municipal board to actualize the provisions of the Urban Areas and Cities Act, 2011, Provisions of the 2010



Constitution as well as Public Finance Management Act, 2012. It seeks to provide the basis which will guide the execution of the priority projects and programs within the Municipality.

#### *1.3.2.3 Plans for the East African Community (EAC)*

As Homa Bay Municipality is located in the western part of Kenya, bordering Uganda and Tanzania, the investment plan recognizes the importance of regional integration and collaboration. It aligns with the EAC's regional development strategies, including the EAC Vision 2050 and the various protocols and frameworks aimed at enhancing trade, infrastructure development, and economic cooperation among member states. The investment plan promotes cross-border trade and investment opportunities and supports the realization of the EAC's regional integration objectives.

#### *1.3.2.4 Plans of the African Union (AU)*

The investment plan also takes into consideration the goals and commitments of the African Union. It aligns with the AU's Agenda 2063, which envisions an integrated, prosperous, and peaceful Africa. The investment plan contributes to the realization of the AU's objectives by promoting sustainable urban development, economic growth, job creation, and infrastructure improvement within Homa Bay Municipality.

#### *1.3.2.5 Global Goals and Commitments*

The Homa Bay Municipality Investment Plan is in line with the global goals and commitments, including the United Nations Sustainable Development Goals (SDGs). The investment plan specifically contributes to various SDGs, such as Goal 1 (No Poverty), Goal 8 (Decent Work and Economic Growth), Goal 9 (Industry, Innovation and Infrastructure), Goal 11 (Sustainable Cities and Communities), and Goal 17 (Partnerships for the Goals). The investment plan recognizes the importance of global cooperation and partnerships to achieve sustainable development.

## **2.0 VISION, MISSION, GOALS AND OBJECTIVES**

### **2.1 Vision:**

A thriving and sustainable hub of progress, providing residents with a high quality of life and opportunities for growth and prosperity.

### **2.2 Mission:**

To strategically develop and uplift the Lakeside Municipality of Homa Bay by promoting inclusive governance, fostering economic growth, improving infrastructure, enhancing social services, preserving the environment, and empowering residents through participatory decision-making and sustainable development practices.

### **2.3 Goals and Objectives:**

#### **2.3.1 Economic Growth and Diversification:**

Goal: Promote economic growth and diversification within the lakeside municipality.

Objectives:

- To attract and support investment in key sectors such as fisheries, agriculture, tourism, manufacturing, and services.
- To encourage the development of small and medium-sized enterprises (SMEs) and entrepreneurship.
- To enhance trade and cross-border economic activities with neighboring counties and countries.
- To facilitate access to finance and business support services for local businesses.

#### **2.3.2 Sustainable Infrastructure and Services:**

Goal: Improve infrastructure and services to meet the needs of residents and support economic activities.

Objectives:

- To develop and maintain a reliable and well-connected road network within the municipality and to neighboring areas.
- To enhance water supply and sanitation systems to ensure access to clean and safe water for all residents.
- To improve energy infrastructure and promote renewable energy sources.
- To upgrade public spaces, parks, and recreational facilities for the well-being of residents.

#### **2.3.3 Social Inclusion and Quality of Life:**

Goal: Foster social inclusion, improve living standards, and enhance the quality of life for all residents.

Objectives:

- To promote affordable housing initiatives and upgrade informal settlements.
- To improve access to quality education, healthcare, and social services.
- To enhance community participation and engagement in decision-making processes.
- To strengthen social safety nets and support vulnerable populations.

#### **2.3.4 Environmental Sustainability and Resilience:**

Goal: Ensure the sustainable use of natural resources, protect the environment, and build resilience to climate change.

Objectives:

- To promote sustainable land use planning and management practices.
- To enhance waste management systems and promote recycling and waste reduction initiatives.
- To protect and restore natural habitats, including wetlands and forests.
- To build climate resilience through infrastructure planning, disaster risk reduction, and adaptation measures.

#### **2.3.5 Governance and Institutional Strengthening:**

Goal: Enhance governance structures and institutional capacity to effectively plan, manage, and implement urban development initiatives.

Objectives:

- To strengthen urban planning and land management systems.
- To improve revenue generation and financial management practices.
- To foster transparency, accountability, and citizen engagement in decision-making processes.
- To promote coordination and collaboration among relevant stakeholders at the local, regional, and national levels.

## 3.0 DIAGNOSTIC ANALYSIS

### 3.1 Urban Area Analysis

The urban area analysis provides a comprehensive understanding of Homa Bay Municipality’s geographic location, demographic profile, economic landscape, infrastructure status, urban challenges, and potential opportunities. This analysis serves as the foundation for formulating the urban investment plan, enabling targeted interventions that address the municipality's specific needs, capitalize on its strengths, and leverage its strategic position as the headquarters of a Homa Bay County bordering Uganda.

#### 3.1.1 Geographic Location:

Homa Bay Municipality is located in the western part of Kenya, bordering Uganda and Tanzania. It is strategically positioned along the shores of Lake Victoria, offering opportunities for trade, tourism, and water-based activities. The municipality serves as the headquarters of Homa Bay county, providing administrative and economic services to the surrounding areas.

#### 3.1.2 Demographics and Population:

Homa Bay Municipality has a diverse population comprising mostly of Luos and Suba ethnic groups and cultures. Based on projections from the 2019 Kenya Population and Housing Census, Homa Bay Municipality has an estimated population of 82,411. This figure can be broken down by sub-location as follows:

**Table 1: Population Distribution by Sex and Number of Households per Sub-Location**

Sub-Location	Sub-County	Urban Population	Male	Female	Households
Arujo	Homabay	24,714	11,669	13,045	6,935
Kobuola/ Kogwang	Homabay	7,863	3,715	4,148	1,810
Homa Bay Township	Homabay	7,848	3,692	4,156	2,075
Asego	Homabay	12,207	5,994	6,212	3,161
Kalanya Kanyango	Homabay	7,881	3,735	4,146	1,858
Kanyach Kachar	Homabay	4,130	1,945	2,185	884
Kothidha	Homabay	4,229	1,991	2,238	918
Katuma	Homabay	5,173	2,504	2,669	1,115
Kotieno	Homabay	591	283	308	125
Kowili	Rangwe	427	205	222	98
Kanam	Rangwe	1,577	737	840	371
Kaura	Rangwe	206	98	107	46
North Kanyabala	Homabay	5,567	2,649	2,917	1,237

<b>Total</b>	<b>82,411</b>	<b>39,218</b>	<b>43,193</b>	<b>20,631</b>
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Source: KNBS

### 3.1.3 Economic Overview:

The economy of Homa Bay Municipality is primarily driven by agriculture, fisheries, trade, and services. Agriculture includes crop farming, livestock rearing, and horticulture, with potential for value addition and market expansion. The fishing industry plays a significant role, with opportunities for sustainable fisheries management, processing, and export. Trade and services are centered around the municipality's role as a commercial hub, providing goods and services to the local markets.

### 3.1.4 Infrastructure and Connectivity:

Homa Bay Municipality has a relatively developed road network, connecting it to various sub-county headquarters. Basic infrastructure such as water supply, sanitation, and electricity is available but requires improvement to meet increasing demand. Telecommunication services and internet connectivity are relatively accessible, offering opportunities for digital entrepreneurship and e-services.

### 3.1.5 Urban Challenges:

Rapid urbanization poses challenges such as informal settlements, inadequate housing, and inadequate service provision. Environmental degradation, including pollution of Lake Victoria, requires attention and sustainable management practices. Limited employment opportunities and income disparities contribute to poverty and social inequalities. Weak governance structures and institutional capacity hinder effective urban planning and service delivery.

### 3.1.6 Opportunities and Potential:

Homa Bay Municipality's strategic location presents opportunities for trade, investment, and cross-border economic activities. Abundant natural resources, including fertile land, water bodies, and natural attractions, support various economic sectors. The municipality's cultural heritage and tourism potential can be leveraged to enhance the visitor experience and generate revenue. Potential for infrastructure development, including transport, energy, and public spaces, creates opportunities for economic growth and improved quality of life.

## 3.2 Deficit-Based Analysis

This deficit-based analysis highlights the areas of concern and challenges faced by the Homa Bay Municipality. These deficits, including housing and infrastructure, employment and economic opportunities, social services and quality of life, environmental conservation, and governance and institutional capacity, need to be addressed through targeted interventions in the urban investment plan. By focusing on these deficits, the plan aims to bridge the gaps, improve the living conditions of residents, stimulate economic growth, promote social inclusion, enhance environmental sustainability, and strengthen governance structures. The investment plan will leverage available resources and partnerships to address the deficits, promote equitable development, and create a prosperous and resilient lakeside municipality that serves as a model for sustainable urbanization.



### **3.2.1 Housing and Infrastructure:**

Homa Bay Municipality faces a deficit in affordable housing options, with a growing population and a high demand for housing. The existing infrastructure, including roads, water supply, and sanitation systems, is inadequate to meet the needs of the expanding urban area. Inadequate waste management systems also contribute to environmental pollution and health hazards.

### **3.2.2 Employment and Economic Opportunities:**

Limited formal employment opportunities in Homa Bay Municipality have resulted to high unemployment rates, particularly among the youth. The municipal economy lacks sufficient diversification, with a heavy reliance on agriculture and fisheries, leading to income disparities and vulnerability to external factors. The lack of skills development programs and entrepreneurship support have also hindered economic growth and innovation.

### **3.2.3 Social Services and Quality of Life:**

Access to quality education remains a challenge, particularly in rural areas of the municipality. Healthcare services, including primary care facilities and specialized medical services, are insufficient to meet the growing demand. Social safety nets and support systems for vulnerable populations, such as the elderly, persons with disabilities, and marginalized groups, also remain inadequate.

### **3.2.4 Environmental Conservation and Resilience:**

Deforestation and environmental degradation, including pollution of Lake Victoria, pose significant challenges to the municipality's ecological balance. Climate change impacts, such as increased frequency of floods and droughts, have also exacerbated vulnerabilities in the agricultural sector and will continue to affect food security.

### **3.2.5 Governance and Institutional Capacity:**

Weak governance structures and corruption have been undermining effective service delivery and hindering urban development initiatives. Again, limited capacity in urban planning, financial management, and project implementation has been hampering the municipality's ability to respond to development challenges.

## **3.3 Asset-Based Analysis**

This asset-based analysis highlights the inherent strengths and potentials of Homa Bay Municipality. By recognizing and leveraging its natural resources, cultural heritage, strategic location, agricultural potential, and human capital, the urban investment plan aims to capitalize on these assets for sustainable development. The plan focuses on maximizing the benefits of these assets through targeted investments, capacity building, and partnerships. By promoting eco-tourism, supporting sustainable agriculture, fostering cultural preservation, and enhancing trade opportunities, the investment plan aims to unlock the municipality's potential, stimulate economic growth, improve livelihoods, and create a vibrant and resilient urban environment for the residents and visitors of the lakeside municipality.

### **3.3.1 Natural Resources and Environment:**

Homa Bay Municipality is blessed with abundant natural resources, including Lake Victoria, fertile land, and diverse ecosystems. The natural beauty and biodiversity of the region offer significant potential for eco-tourism and sustainable development. The proximity to Lake Victoria provides opportunities for fisheries, aquaculture, and water-based activities.

### **3.3.2 Cultural Heritage and Tourism Potential:**

Homa Bay Municipality has a rich cultural heritage, including traditional music, arts, crafts, and festivals. Adjacent historical sites and cultural landmarks present opportunities for cultural tourism and heritage preservation. The unique cultural practices and traditions of the local communities contribute to the distinct identity of the municipality.

### **3.3.3 Strategic Location and Trade Opportunities:**

Homa Bay Municipality's location, being alongside Lake Victoria through which Kenya borders Uganda and Tanzania, positions it as a key trading hub and a potential gateway to regional markets. The existing road networks and proximity to major transport corridors facilitate cross-border trade and economic integration. The municipality's strategic location attracts transit trade, creating opportunities for logistics, warehousing, and value-added services.

### **3.3.4 Agricultural Potential and Food Security:**

The fertile agricultural land around the municipality supports various crops, including staple food crops, horticulture, and cash crops. The favorable tropical climate and access to water resources provide opportunities for year-round agricultural production. Agriculture-related activities, such as agro-processing, value addition, and agricultural extension services, can enhance productivity and food security.

### **3.3.5 Human Capital and Workforce**

Homa Bay Municipality has a relatively skilled and diverse workforce with expertise in various sectors, including agriculture, fisheries, tourism, and services. The presence of Tom Mboya University, among other educational institutions, vocational training centers, and research institutions supports skills development and knowledge transfer. The entrepreneurial spirit and innovation potential among the local population could also contribute to economic growth and job creation.

## **4.0 INVESTMENT PRIORITIES, STRATEGIES AND ACTIONS**

### **4.1 Key Investment Priorities**

Homa Bay Municipal Board aims to address the critical development needs and opportunities identified earlier by focusing on infrastructure, economic diversification, social services, environmental sustainability, smart urban planning, public safety, and cultural preservation. These priorities lay the foundation for sustainable growth, poverty reduction, and improved quality of life for the entire community.

#### **4.1.1 Infrastructure Development and Connectivity Enhancement.**

Homa Bay Municipality needs to upgrade and expand the road network to improve transportation efficiency and connectivity within the municipality; invest in modern and reliable public transportation systems to enhance mobility and accessibility for resident; improve water supply and sanitation infrastructure to ensure clean and reliable water services for all residents; and enhance energy infrastructure to provide reliable and sustainable power supply to support economic activities.

#### **4.1.2 Economic Diversification and Job Creation:**

Homa Bay Municipality needs to promote agricultural value addition and agribusiness to increase productivity, value, and market access for local farmers; support the growth of the fishing industry through modernization, capacity building, and access to markets; attract investments in manufacturing, processing, and other sectors to diversify the local economy and create employment opportunities; and develop tourism infrastructure and promote the lakeside municipality as a tourist destination, leveraging its natural and cultural attractions.

#### **4.1.3 Social Services and Human Development:**

Homa Bay Municipality needs to improve access to quality education and skills training to enhance human capital and empower the local workforce; upgrade healthcare facilities and services to provide comprehensive and affordable healthcare for residents; enhance social protection programs and support systems for vulnerable groups, such as the elderly, persons with disabilities, and marginalized communities; and invest in recreational and cultural facilities to promote social cohesion, community engagement, and a high quality of life.

#### **4.1.4 Environmental Sustainability and Climate Resilience:**

Homa Bay Municipality needs to protect and conserve natural resources, including Lake Victoria and surrounding ecosystems, through sustainable environmental management practices; promote climate change adaptation and resilience measures in urban planning, infrastructure development, and land use management; foster sustainable waste management practices, recycling, and circular economy initiatives to reduce environmental impact and promote a clean environment; and raise awareness and engage the community in environmental conservation efforts through education, capacity building, and public participation.

#### **4.1.5 Governance and Institutional Strengthening:**

Homa Bay Municipality needs to enhance governance structures, improve service delivery, and strengthen institutions for effective urban management in the municipality. This requires enhancing transparency and accountability in municipal operations; enhancing capacity of local government officials through training and professional development programs; fostering collaboration and partnerships with key stakeholders, including civil society organizations and the private sector, to promote inclusive decision-making processes and establishing effective monitoring and evaluation systems to assess the performance of governance structures and identify areas for improvement. It also requires developing and implementing service delivery standards and performance indicators to ensure the provision of quality public services to residents. enhancing the efficiency and effectiveness of municipal service delivery through the use of technology and digital platforms; strengthening the capacity of municipal staff to deliver services efficiently and professionally promoting citizen engagement and feedback mechanisms to ensure the responsiveness and accountability of service providers; and establishing mechanisms for regular monitoring and evaluation of service delivery to identify gaps and address them promptly.

#### **4.2 PPP Opportunities**

Homa Bay Municipal Board recognizes the importance of engaging the private sector as a strategic partner in driving urban development and achieving sustainable growth. Through well-structured and mutually beneficial partnerships, the municipality aims to leverage private sector expertise, resources, and innovation to deliver essential services and infrastructure, foster economic growth, and improve the quality of life for its residents.

The following are some key PPP opportunities identified in this investment plan:

##### **4.2.1 Infrastructure Development Projects:**

- Construction and operation of transportation networks, including roads, bridges, and public transportation systems.
- Development and management of water supply and sanitation infrastructure to improve access to clean water and sanitation services.
- Establishment and operation of solid waste management systems, including waste collection, recycling, and disposal facilities.
- Development of energy infrastructure, such as renewable energy projects and efficient power distribution networks.

##### **4.2.2 Urban Revitalization and Redevelopment:**

- Rehabilitation and development of public spaces, parks, and recreational facilities to enhance the quality of life for residents.
- Renovation and management of existing urban infrastructure, including marketplaces, bus terminals, and community centers.
- Redevelopment of blighted areas and slums to create vibrant and sustainable neighborhoods.

- Adaptive reuse of historical buildings and cultural heritage sites for tourism and commercial purposes.

#### **4.2.3 Social Infrastructure Projects:**

- Establishment and operation of healthcare facilities, including hospitals, clinics, and specialized medical centers.
- Development and management of educational institutions, such as schools, vocational training centers, and universities.
- Construction and management of affordable housing projects to address the housing needs of low-income residents.
- Provision of social welfare services, including elderly care facilities, orphanages, and rehabilitation centers.

#### **4.2.4 Tourism and Hospitality Development:**

- Investment in tourism infrastructure, such as hotels, resorts, eco-lodges, and recreational facilities, to attract tourists and promote economic growth.
- Development and operation of tourist attractions and cultural heritage sites to preserve and showcase the municipality's unique identity.
- Promotion of community-based tourism initiatives that involve local communities and provide economic opportunities for residents.

#### **4.2.5 ICT and Smart City Solutions:**

- Implementation of smart city technologies and solutions to improve urban management, enhance service delivery, and promote sustainability.
- Development and operation of ICT infrastructure, including broadband networks, Wi-Fi hotspots, and data centers.
- Deployment of smart transportation systems, intelligent traffic management, and digital platforms for citizen engagement.

Homa Bay Municipality will actively seek partnerships with interested investors and businesses through a transparent and competitive process, ensuring fair and equitable opportunities for all stakeholders. By leveraging PPP opportunities, the municipality will be able to accelerate its urban development agenda, foster economic growth, and improve the well-being of its residents. Through effective collaboration between the public and private sectors, the municipality will create a sustainable and prosperous urban environment that offers a high quality of life for its residents and attracts investment and tourism.

### **4.3 Strategies and Actions**

#### **4.3.1 Sustainable Infrastructure Development and Housing**

Strategy 1.1: Upgrading and Expanding Transportation Infrastructure

Actions:



- a) Rehabilitate and widen existing roads to improve connectivity within the municipality and to key economic centers.
- b) Construct new roads and bridges to connect underserved areas and support economic growth.
- c) Develop a comprehensive public transportation system, including buses and light rail, to enhance mobility and reduce traffic congestion.
- d) Implement pedestrian and cycling infrastructure to promote sustainable and non-motorized transportation options.

### Strategy 1.2: Enhancing Water Supply and Sanitation Infrastructure

#### Actions:

- a) Upgrade and expand the water supply network to ensure reliable and clean water access for all residents.
- b) Invest in modern wastewater treatment plants to improve sanitation and prevent pollution of water bodies.
- c) Promote rainwater harvesting and water conservation practices to augment water resources.
- d) Implement public awareness campaigns on water conservation and proper sanitation practices.

### Strategy 1.3: Affordable and Sustainable Housing Development

#### Actions:

- a) Facilitate the development of affordable housing projects through public-private partnerships.
- b) Allocate land for housing development and provide incentives for sustainable building practices.
- c) Implement slum upgrading programs to improve living conditions and access to basic services in informal settlements.
- d) Explore innovative financing options, such as micro-mortgages and community land trusts, to increase homeownership opportunities.

### Strategy 1.4: Smart and Green Infrastructure

#### Actions:

- a) Integrate smart city technologies to optimize the use of resources and enhance urban services.
- b) Install energy-efficient street lighting and promote renewable energy sources for municipal buildings and facilities.
- c) Establish green spaces and urban parks to improve air quality and provide recreational areas for residents.

- d) Encourage private sector investments in green buildings and sustainable infrastructure projects.

#### Strategy 1.5: Climate Resilience and Disaster Mitigation

##### Actions:

- a) Conduct climate vulnerability assessments to identify areas at risk of climate-related hazards.
- b) Integrate climate resilience measures into infrastructure planning and design.
- c) Develop a comprehensive drainage system to mitigate flooding during heavy rainfall.
- d) Establish early warning systems and disaster response plans to address potential emergencies.

### **4.3.2 Economic Diversification and Job Creation**

#### Strategy 2.1: Promoting Entrepreneurship and SME Development

##### Actions:

- a) Establish business incubation centers to provide support, mentoring, and training for aspiring entrepreneurs.
- b) Facilitate access to finance for small and medium-sized enterprises (SMEs) through partnerships with financial institutions and the creation of investment funds.
- c) Provide business development services, including market research, product development, and marketing support, to help SMEs thrive.
- d) Foster collaboration between local businesses and educational institutions to promote innovation and skill development.

#### Strategy 2.2: Attracting Investments and Industries

##### Actions:

- a) Develop an investment promotion strategy to showcase the municipality's unique investment opportunities and competitive advantages.
- b) Establish industrial parks or zones to attract both local and foreign direct investments.
- c) Create a favorable business environment by streamlining regulatory processes, reducing bureaucracy, and improving ease of doing business.
- d) Identify and prioritize key sectors for investment, such as tourism, agribusiness, manufacturing, and renewable energy.

#### Strategy 2.3: Enhancing Tourism and Cultural Heritage

Actions:

- a) Develop tourism infrastructure, including hotels, resorts, and recreational facilities, to attract domestic and international tourists.
- b) Preserve and promote the municipality's cultural heritage through the establishment of cultural centers, museums, and cultural festivals.
- c) Support the development of community-based tourism initiatives to empower local communities and promote sustainable tourism practices.
- d) Collaborate with tour operators, travel agencies, and relevant stakeholders to market the municipality as a tourist destination.

#### Strategy 2.4: Skills Development and Employment Programs

Actions:

- a) Strengthen vocational training and technical education programs to equip residents with relevant skills for employment and entrepreneurship.
- b) Establish partnerships with industries and businesses to provide internship and apprenticeship opportunities for students and graduates.
- c) Develop job placement services and career counseling centers to match job seekers with available employment opportunities.
- d) Promote entrepreneurship education and mentorship programs to foster a culture of innovation and self-employment.

#### Strategy 2.5: Promoting Agribusiness and Value-Added Industries

Actions:

- a) Provide support and training to farmers and agribusinesses to enhance productivity, improve value chains, and access new markets.
- b) Establish food processing and value-addition facilities to increase the value of agricultural products and create employment opportunities.
- c) Encourage the adoption of sustainable agricultural practices and promote climate-smart farming techniques.
- d) Facilitate access to finance, market information, and technical assistance for agribusinesses.

### **4.3.3 Social Services and Human Capital Development**

#### Strategy 3.1: Improving Healthcare Services

Actions:

- a) Upgrade and expand healthcare facilities to ensure access to quality healthcare services for all residents.

- b) Enhance the capacity of healthcare professionals through training and professional development programs.
- c) Improve the availability and affordability of essential medicines and medical supplies.
- d) Implement health promotion and disease prevention initiatives to address prevalent health issues in the municipality.

### Strategy 3.2: Enhancing Education and Skills Development

#### Actions:

- a) Improve infrastructure and facilities in schools to provide a conducive learning environment.
- b) Strengthen early childhood education programs to ensure a solid foundation for children.
- c) Enhance the quality of primary and secondary education through teacher training and curriculum improvements.
- d) Promote technical and vocational education and training (TVET) programs to equip youth with relevant skills for employment.

### Strategy 3.3: Social Protection and Welfare Programs

#### Actions:

- a) Establish social protection programs to support vulnerable groups, such as the elderly, orphans, and persons with disabilities.
- b) Provide access to affordable housing for low-income residents through housing subsidies or cooperative housing schemes.
- c) Implement income-generation programs and microfinance initiatives to alleviate poverty and enhance economic resilience.
- d) Strengthen child protection services and initiatives to safeguard the rights and well-being of children in the municipality.

### Strategy 3.4: Promoting Gender Equality and Social Inclusion

#### Actions:

- a) Implement gender mainstreaming strategies across all sectors to promote women's empowerment and equal opportunities.
- b) Create safe spaces and support services for survivors of gender-based violence.
- c) Promote the participation of persons with disabilities in decision-making processes and ensure accessibility in public infrastructure.
- d) Foster social integration and inclusivity by raising awareness and combating discrimination based on race, ethnicity, or other social identities.

### Strategy 3.5: Enhancing Community Development and Social Cohesion

#### Actions:

- a) Support community-driven development initiatives that empower residents to address local challenges and harness opportunities.
- b) Strengthen community-based organizations and networks to promote collaboration and social cohesion.
- c) Invest in cultural and recreational facilities that foster community engagement and social interaction.
- d) Promote environmental sustainability and resilience at the community level through awareness campaigns and conservation projects.

#### **4.3.4 Environmental Sustainability and Climate Resilience**

##### **Strategy 4.1: Sustainable Land Use and Natural Resource Management**

###### **Actions:**

- a) Develop and enforce land use planning regulations to ensure sustainable urban growth and protect natural areas.
- b) Implement watershed management programs to conserve water resources and prevent pollution.
- c) Promote sustainable agriculture practices, such as agroforestry and organic farming, to minimize environmental impacts.
- d) Establish protected areas and green spaces within the municipality for biodiversity conservation and recreational purposes.

##### **Strategy 4.2: Climate Change Adaptation and Mitigation**

###### **Actions:**

- a) Conduct vulnerability assessments and develop climate change adaptation strategies for the municipality.
- b) Implement measures to enhance climate resilience in infrastructure development, such as flood management and green building practices.
- c) Promote renewable energy sources and energy efficiency measures to reduce greenhouse gas emissions.
- d) Raise awareness and provide training on climate change adaptation and mitigation for residents and local stakeholders.

##### **Strategy 4.3: Waste Management and Pollution Control**

###### **Actions:**

- a) Establish comprehensive waste management systems, including waste segregation, recycling, and proper disposal methods.
- b) Encourage the adoption of clean technologies and practices in industries to reduce pollution and environmental impacts.



- c) Implement programs to promote responsible consumption and waste reduction among residents and businesses.
- d) Strengthen monitoring and enforcement of environmental regulations to prevent illegal dumping and pollution.

#### Strategy 4.4: Green Infrastructure and Urban Planning

##### Actions:

- a) Incorporate green infrastructure elements, such as parks, green roofs, and urban gardens, in urban planning and development projects.
- b) Promote sustainable transportation options, such as walking, cycling, and public transit, to reduce carbon emissions.
- c) Enhance the urban tree canopy through tree planting initiatives and preservation of existing green spaces.
- d) Foster collaboration with relevant stakeholders to develop and implement sustainable urban design guidelines.

#### Strategy 4.5: Environmental Education and Public Awareness

##### Actions:

- a) Develop environmental education programs for schools and communities to promote awareness and behavior change.
- b) Organize public campaigns and events to raise awareness about environmental issues and the importance of conservation.
- c) Engage local communities in environmental monitoring and stewardship initiatives.
- d) Collaborate with educational institutions, NGOs, and community groups to implement environmental awareness projects.

### **4.3.5 Governance and Institutional Strengthening**

#### Strategy 5.1: Enhancing Local Governance and Capacity Building

##### Actions:

- a) Strengthen the capacity of local government officials through training and workshops on effective governance practices, public administration, and financial management.
- b) Establish a transparent and efficient procurement system to promote accountability and fair competition among suppliers and contractors.
- c) Improve public service delivery by setting up citizen service centers and digital platforms for accessing municipal services and information.

- d) Establish mechanisms for regular engagement and consultation with community representatives, civil society organizations, and private sector stakeholders.

#### Strategy 5.2: Establishing Urban Development and Planning Regulations

##### Actions:

- a) Develop a comprehensive master plan for the municipality that guides land use, infrastructure development, and urban expansion.
- b) Enforce building codes and regulations to ensure the safety and sustainability of construction projects.
- c) Establish zoning laws to manage land use and control the growth of informal settlements.
- d) Implement environmental impact assessments for major development projects to minimize adverse effects on the environment.

#### Strategy 5.3: Promoting Transparency and Accountability

##### Actions:

- a) Establish an open data portal to provide public access to municipal budgets, expenditures, and project implementation progress.
- b) Conduct regular audits and performance evaluations of municipal departments to identify areas for improvement.
- c) Strengthen the role of the municipal auditor's office in ensuring financial integrity and compliance with regulations.
- d) Encourage citizen participation in budgeting and decision-making processes through public forums and consultations.

#### Strategy 5.4: Strengthening Collaboration with County and National Government

##### Actions:

- a) Establish a coordination mechanism with the county government to align the municipality's development priorities with the county's overall vision.
- b) Advocate for increased financial allocation from the national government to support key infrastructure projects and service delivery.
- c) Collaborate with neighboring counties and cross-border municipalities to address regional development challenges and promote economic integration.
- d) Engage with national government agencies and development partners to access funding and technical support for priority projects.

#### Strategy 5.5: Building Resilience and Disaster Preparedness

Actions:

- a) Develop and implement a disaster preparedness and response plan, considering potential risks such as flooding and other natural hazards.
- b) Strengthen emergency response capacities, including the establishment of an emergency response center and early warning systems.
- c) Invest in climate-resilient infrastructure and urban design to mitigate the impacts of climate change.
- d) Raise awareness among residents about disaster preparedness and promote community-led initiatives for disaster risk reduction.

#### 4.4 Matrix of Programmes and Projects

**Table 2; Capital and Non Capital Projects to be Implemented in the FY 2023/24**

<b>PROGRAMME NAME: POLICY, PLANNING, GENERAL ADMINISTRATION AND SUPPORT SERVICES</b>						
<b>Objective:</b> To provide overall policy and strategic direction for the transformation of the Homa Bay						
<b>Sub Program</b>	<b>Key Outcome /output</b>	<b>Cost Estimate</b>	<b>Time frame</b>	<b>Performance indicator</b>	<b>Target</b>	<b>Implementing agent</b>
Policy and Planning	Policies and frameworks developed	4M	2023-2024	No. of policies formulated and implemented	1	Homa Bay Municipal Board/Partners
	SDG Localisation Reports	2M	2023-2024	Quarterly SDG Localisation Reports done	4	Homa Bay Municipal Board/Partners
	Strategic plans developed	5M	2023-2024	No. of Strategic plans/Municipal plans developed	1	Homa Bay Municipal Board/Partners
<b>PROGRAMME NAME: PUBLIC WORKS AND INFRASTRUCTURE IMPROVEMENT SERVICES</b>						
<b>Objective:</b> To promote effective development, management and maintenance of all municipal facilities and roads.						
<b>Sub Program</b>	<b>Key Outcome /output</b>	<b>Cost Estimate</b>	<b>Time frame</b>	<b>Performance indicator</b>	<b>Target</b>	Homa Bay Municipal Board/Partners
Public Facilities Improvement Services	Improving transport safety and order	50M	2023-2024	% of works completed on pavements and modern walk ways construction	40%	Homa Bay Municipal Board/Partners
		200M	2023-2024	Km. of Municipal road with bitumen	5	Homa Bay Municipal Board/Partners
		15M	2023-2024	Km of roads maintained	3	Homa Bay Municipal Board/Partners
		10M	2023-2024	Cumm. % of works completed on Road furniture	20%	Homa Bay Municipal Board/Partners

		5M	2023-2024	No. of Boda Boda parking spaces/Shades constructed	1	Homa Bay Municipal Board/Partners
	Improved clean trading area for traders	90M	2023-2024	% of works completed on the Homa bay Pier market	50%	Homa Bay Municipal Board/Partners
		350M	2023-2024	No. of Modern Municipal Markets constructed	1	Homa Bay Municipal Board/Partners
		5M	2023-2024	No of Municipalities with Animal Holding Sites	1	Homa Bay Municipal Board/Partners
		Households connected to sewer	105M	2023-2024	% of sewerage works at Homa Bay connected	10%
	Sewerage treatment plant constructed	200M	2023-2024	Proportion of the treatment plant constructed	50%	Homa Bay Municipal Board/Partners
		10M	2023-2024	No of acres acquired for sewerage treatment plant	5	Homa Bay Municipal Board/Partners
		12M	2023-2024	Length of pipeline (Km)	10	Homa Bay Municipal Board/Partners
	Fire Station constructed	2M	2023-2024	Cumm. % of construction works on Homa Bay fire station completed	10%	Homa Bay Municipal Board/Partners
	Municipal market constructed	10M	2023-2024	Cumm. % of construction works on Municipal market completed	10%	Homa Bay Municipal Board/Partners
	Drainage works done	10M	2023-2024	Cumm. % of drainage works completed	20%	Homa Bay Municipal Board/Partners
<b>PROGRAMME NAME: HOUSING AND URBAN DEVELOPMENT SERVICES</b>						
<b>Objective:</b> To improve suitable, conducive and affordable housing conditions in the county						
<b>Sub Program</b>	<b>Key Outcome /output</b>	<b>Cost Estimate</b>	<b>Time frame</b>	<b>Performance indicator</b>	<b>Target</b>	<b>Implementing agent</b>
Housing infrastructure development Services	Smart settlement	300M	2023-2024	No of housing unit	400	Homa Bay Municipal Board/Partners
	Improved human settlement environment	20M	2023-2024	Cumm. % of informal settlements upgraded (KISIP)	20%	Homa Bay Municipal Board/Partners
	Clean Municipality	10M	2023-2024	No of designated and developed	1	Homa Bay Municipal Board/Partners

Environmental Management Services				dump sites acquired		
		0.5M	2023-2024	No. of Clean up exercises conducted	4	Homa Bay Municipal Board/Partners
		5M	2023-2024	% of works completed Animal holding site	1	Homa Bay Municipal Board/Partners
		14M	2023-2024	No. of waste trucks/skip loaders procured	1	Homa Bay Municipal Board/Partners
		11M	2023-2024	Procurement of skips	20	Homa Bay Municipal Board/Partners
		1.5M	2023-2024	Purchase of coded litter bins	100	Homa Bay Municipal Board/Partners
	Improved sanitation	2.5M	2023-2024	No of toilets Constructed	1	Homa Bay Municipal Board/Partners
	Land for cemetery	10M	2023-2024	Acres of land under cemeteries	2	Homa Bay Municipal Board/Partners
Clean recreational facilities and improved aesthetics	10M	2023-2024	Kms of Homa bay lake front developed	10%	Homa Bay Municipal Board/Partners	
Energy Services	Improve safety and security for road users	7M	2023-2024	No of Street lights installed	25	Homa Bay Municipal Board/Partners
	Increased access to Energy Information and Renewable Energy, Technologies	35M	2023-2024	No. of Energy Information Centre established	1	Homa Bay Municipal Board/Partners
		2M	2023-2024	No. of Youths, Women, PWDs and SMEs enrolled and trained on renewable technologies	300	Homa Bay Municipal Board/Partners
		2M	2023-2024	No. of briquette Manufacturing plant constructed	1	Homa Bay Municipal Board/Partners
		1M	2023-2024	No. of Bio-Digesters installed	3	Homa Bay Municipal Board/Partners
		1M	2023-2024	No. of HHs benefiting from the Clean Cooking stoves	500	Homa Bay Municipal Board/Partners

## **5.0 IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK**

### **5.1 Introduction**

The Monitoring, Evaluation, and Learning (MEL) framework is a crucial component of this Municipal Investment Plan for the FY 2023/24, serving as the foundation for assessing the progress, impact, and effectiveness of the various initiatives and interventions. This framework aims to provide a systematic and comprehensive approach to monitoring and evaluating the implementation of the plan, enabling evidence-based decision-making and adaptive management.

Through this MEL framework, key performance indicators will be identified to track the achievement of targets and outcomes across priority areas. Robust data collection methodologies, including surveys, interviews, and data analysis, will be employed to gather relevant information on the progress and impact of the investment plan. Additionally, regular evaluation exercises will be conducted to assess the efficiency and effectiveness of the strategies and actions implemented. The MEL framework also emphasizes the importance of learning from experiences and incorporating feedback from stakeholders. It encourages continuous improvement by capturing lessons learned, identifying best practices, and making necessary adjustments to enhance the plan's outcomes and impact.

By implementing a robust MEL framework, Homa Bay Municipal Board is committed to ensuring transparency, accountability, and evidence-based decision-making throughout the implementation of the urban investment plan. This framework will contribute to the municipality's ability to adapt to changing circumstances, address emerging challenges, and maximize the positive impact of the plan on the lives of its residents and the sustainable development of the municipality as a whole.

### **5.2 Governance Structure and Co-Ordination Mechanism**

#### **5.2.1 Legal Basis**

Homa Bay Municipal Board shall exercise authority within the boundaries of the Municipality as delegated by the County Executive Committee, subject to the Constitution, the Urban Areas and Cities Act and any other written law. The Constitution 2010 and the Urban Areas and Cities Act, 2011 outline the basic organizational plan for the county government. As such, the organogram shown herein is informed by these legislation, which sought to achieve timely and efficiently implementation of the municipal plans, policies and programmes.

The urban Areas and Cities Act, 2011, established various stakeholders to operationalize the National Urban Development Policy (NUDP) of Kenya whose broad objectives is focused at promoting and enhancing the roles played and contributions made by the urban areas in national socio-economic development. The Policy envisaged strengthening governance, economic planning, urban investments, and infrastructure delivery as well as substantially contributing towards poverty reduction, foster economic growth and realization of Kenya's Vision 2030. These stakeholders include County Executive Committee, Municipal Board, County Assembly and Municipal Board Committees

## 5.2.2 Institutional Arrangements

Institutional analysis is made not only of the *system of laws, regulations, and procedures but also of the key players with their roles and norms. This is primarily because the County Government of Homa Bay recognizes that various actors will be involved in the implementation of Homa Bay Municipality Integrated Development Plan (IDeP). The table below summarizes the key players, their roles and contribution in the implementation of the IDeP 2023-2027.*

**Table 3: Institutional Arrangements for implementation of Homa Bay Investment Plan**

No.	Institution	Role in Implementation of the Municipality Investment Plan
1	County Executive Committee	<ul style="list-style-type: none"> <li>Implementing county laws, plans and policies</li> <li>Managing and coordinating county administration</li> <li>Preparing policies and legislation for consideration by the County Assembly</li> </ul>
2	County Assembly	<ul style="list-style-type: none"> <li>Oversighting the implementation of county laws, plans and policies</li> <li>Representing the interests of publics in the processes</li> <li>Appropriating budgetary resources towards implementation of the Plan</li> <li>Enacting laws required for the successful implementation of the Plan</li> </ul>
3	Municipal Board	<ul style="list-style-type: none"> <li>Ensure the implementation and compliance with policies formulated by both the national and county government;</li> <li>Ensure participation of the residents in decision making, its activities and programmes in accordance with the Urban Areas and Cities Act, 2011</li> <li>Develop and adopt policies, plans, strategies and programmes.</li> <li>Formulate and implement an integrated development plan;</li> <li>Control land use, land sub-division, land development and zoning by public and private sectors for any purpose</li> <li>Make bye-laws or make recommendations for issues to be included</li> </ul>
4	County Government Departments	<ul style="list-style-type: none"> <li>Formulating and implementing policies to operationalize the Plan</li> <li>Regulating and monitoring the implementation of plans and policies</li> <li>Handling complaints about the Plan implementation activities</li> </ul>
5	County Planning Unit	<ul style="list-style-type: none"> <li>Promoting harmony of Plan with national and other county plans, land-use plans, urban plans and environmental plans</li> </ul>
6	Office of the County Commissioner	<ul style="list-style-type: none"> <li>Supervising the implementation of government plans and policies</li> </ul>
7	National Planning Office at the county	<ul style="list-style-type: none"> <li>Advising on policies and strategies</li> <li>Monitoring and evaluating of Public Projects and Programmes</li> </ul>
8	Other National Government Departments and Agencies at the county	<ul style="list-style-type: none"> <li>Formulating and implementing policies to operationalize Kenya Vision 2030 and other national plans</li> <li>Regulating and monitoring the implementation of plans and policies</li> </ul>



9	Development Partners	<ul style="list-style-type: none"> <li>• Providing budgetary and extra-budgetary support</li> <li>• Providing technical assistance towards formulation, implementation and evaluation of the Plan</li> <li>• Implementing programmes in the Plan</li> </ul>
10	Civil Society Organizations	<ul style="list-style-type: none"> <li>• Promoting participatory engagement in and moral responsibility towards implementation of Plan</li> <li>• Implementing programmes in the Plan</li> </ul>
11	Private Sector	<ul style="list-style-type: none"> <li>• Providing goods and services</li> <li>• Creating enabling conditions for growth and employment</li> </ul>
12	Media	<ul style="list-style-type: none"> <li>• Relaying, limiting, expanding, and reinterpreting information.</li> <li>• Creating and shaping public opinion</li> <li>• Protecting public interest captured in the Plan</li> </ul>

To ensure effective oversight, coordination, and collaboration among key stakeholders involved in the implementation and evaluation of this plan, the Municipal Board has provided for the following:

**1. Monitoring, Evaluation and Learning Officer:**

The Board will have a dedicated MEL officer responsible for coordinating and overseeing all MEL activities, including data collection, analysis, reporting, and knowledge management.

**2. Technical Working Groups:**

Technical working groups will be formed to focus on specific sectors or priority areas within the investment plan. These groups will consist of experts, practitioners, and stakeholders with relevant expertise. They will contribute to the design of MEL frameworks, indicators, and methodologies specific to their respective sectors.

**3. Stakeholder Engagement:**

Effective stakeholder engagement will be prioritized to ensure the inclusivity and participation of various actors in the MEL processes. Regular consultations, workshops, and feedback mechanisms will be established to gather inputs and perspectives from stakeholders, including local communities, civil society organizations, and private sector entities.

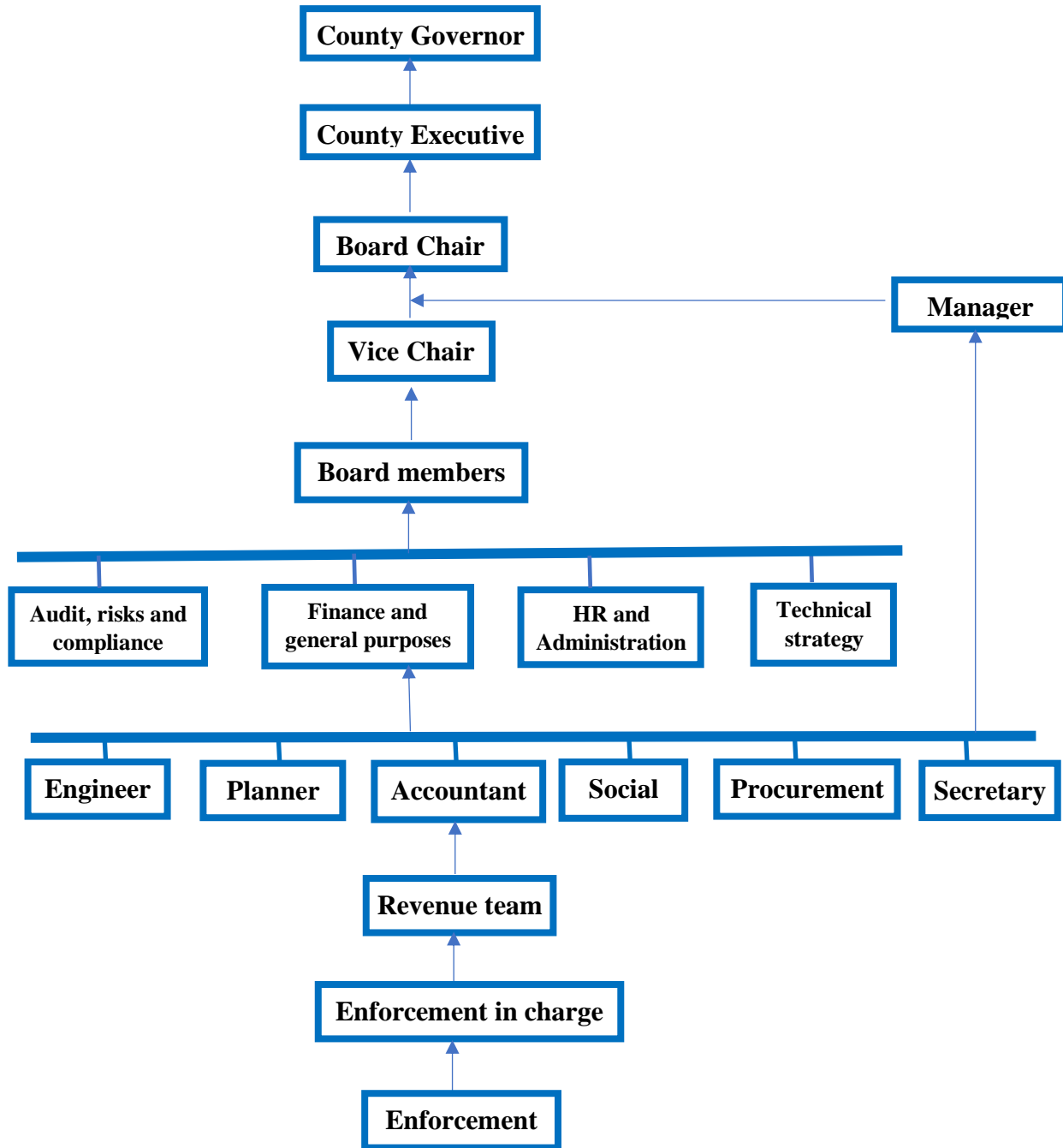
**4. Information Sharing and Reporting:**

A robust information-sharing and reporting mechanism will be established to ensure timely dissemination of MEL findings and reports. This will involve the development of standardized reporting formats, regular progress updates, and public access to MEL-related information through online platforms and other communication channels.

### 5.2.3 Municipal Organogram

The organizational structure below illustrates the institutional framework for Homa Bay Municipality.

**Fig 3: Organogram of the Municipality**



## 5.3 Stakeholder Engagement and Participation Strategies

### 5.3.1 Overview

Public participation is a constitutional requirement anchored in Articles 1 and 2 of the Constitution of Kenya, 2010, which emphasizes that ‘sovereign power belongs to the people’ and can be exercised directly or through representation. Article 10 (2) (a) identifies public participation as a value and principle in the Constitution 174 (c) and (d) – the objects of devolution and Fourth Schedule Part 2, Section 14 makes public participation a function of county governments.

Homa Bay Municipal Board has adopted the County Governments model for public participation that starts from the villages and sub-locations through to the locations and wards, sub-counties, and finally the county. However, the Municipality Consultations Model shall end at the Municipality level. The citizens shall use the platforms captured in Fig 4 below for preparation, implementation and monitoring by the project management committees elected by the community.

**Figure 4: County Public Participation Model**



The board will continue adopting the following forms of public participation:

- **Informing** the citizens by providing information to help them understand the issues, options and solutions;
- **Consulting** with the citizens to obtain their feedback on alternatives or decisions;
- **Involving** the citizens to ensure their concerns are addressed throughout the decision making process particularly in the development of decision criteria and options;

- **Collaborating** with the citizens to develop decision criteria and alternatives and identify the preferred solutions; and
- **Empowering** the citizens by placing final decision-making authority in their hands. Participation in all fora and development committees is purely voluntary and no benefit whatsoever shall accrue to members because of their engagement. The citizen fora will be engaged at both the ward level and the municipality level.

To ensure effective stakeholder engagement and participation in the monitoring, evaluation, and learning (MEL) processes of this investment plan, the following strategies will be implemented:

### **5.3.2 Stakeholder Mapping:**

A comprehensive stakeholder mapping exercise will be conducted to identify and categorize relevant stakeholders based on their level of influence, interests, and involvement in the plan. This will help in determining the appropriate engagement strategies for different stakeholder groups.

### **5.3.3 Consultative Workshops and Meetings:**

Regular consultative workshops and meetings will be organized to provide a platform for stakeholders to share their insights, experiences, and perspectives. These sessions will encourage open dialogue, foster collaboration, and ensure that diverse stakeholder voices are heard and considered in the MEL processes.

### **5.3.4 Advisory Committees:**

Advisory committees comprising representatives from key stakeholder groups, including community members, civil society organizations, private sector entities, and government agencies, will be established. These committees will serve as forums for ongoing engagement, feedback, and advice on MEL-related matters.

### **5.3.5 Information Dissemination:**

Clear and accessible communication channels will be established to share MEL findings, reports, and progress updates with stakeholders. This will include the use of online platforms, newsletters, public meetings, and other means to provide timely and relevant information to stakeholders and solicit their inputs and feedback.

### **5.3.6 Capacity Building:**

Capacity-building initiatives will be undertaken to enhance stakeholders' understanding of the MEL processes and their roles in contributing to data collection, analysis, and interpretation. This may involve training workshops, knowledge sharing sessions, and providing necessary resources and tools to enable active stakeholder participation.

### 5.3.7 Feedback Mechanisms:

Feedback mechanisms will be established to encourage stakeholders to provide their inputs, suggestions, and concerns throughout the MEL processes. This can include suggestion boxes, online feedback forms, dedicated helplines, or designated focal points for stakeholder queries and feedback.

## 5.4 Risk Assessment and Mitigation Measures

In order to effectively manage risks and ensure the success of the urban investment plan for the lakeside municipality, a comprehensive risk assessment and mitigation approach will be implemented. The following are some sample risk assessment categories and corresponding mitigation measures:

### 5.4.1 Financial Risks:

Implementation of this investment plan could be hampered by factors, such as inadequate funding, budget constraints, economic fluctuations, or changes in financial markets. Mitigating those risks is crucial to ensure the successful implementation of an urban investment plan.

Here are some strategies that will be employed to address financial risks:

- a) **Adequate Funding:** The Board will conduct a thorough financial assessment to determine the required funding for this investment plan. Ultimately, the Board will explore diverse funding sources, including government grants, development funds, public-private partnerships, and donor support. Diversifying the funding streams reduces reliance on a single source and minimizes the risk of funding shortages.
- b) **Budget Management:** The Board will develop a comprehensive budgeting strategy that includes detailed cost estimates, contingency plans, and regular financial monitoring. Ultimately, the Board will implement effective budget controls, review expenditures regularly, and adjust financial plans as needed to stay within budgetary limits.
- c) **Financial Partnerships:** The Board will collaborate with financial institutions, investors, and private sector entities to secure financial support and expertise. The Board will therefore establish strategic partnerships that provide access to capital, financial management advice, and risk-sharing mechanisms.
- d) **Financial Sustainability:** The Board will develop a long-term financial sustainability plan that includes revenue generation strategies, cost recovery mechanisms, and exploring opportunities for income-generating activities. Ultimately, the Board will consider options such as user fees, public-private partnerships, or revenue-generating projects that align with the investment plan's objectives.
- e) **Risk Assessment and Mitigation:** The Board will regularly assess financial risks and implement mitigation measures to address the identified risks. This includes contingency planning, diversification of funding sources, establishing financial reserves, and closely monitoring cash flow.
- f) **Financial Reporting and Transparency:** The Board will implement robust financial reporting systems to ensure transparency and accountability. The Board will regularly

communicate financial performance and updates to stakeholders, including investors, government agencies, and the public.

#### 5.4.2 Political and Regulatory Risks:

Implementation of this investment plan could be hampered by factors that are associated with changes in political dynamics, government policies, and regulatory frameworks that may affect the municipality's operations and development initiatives.

To mitigate those risks, the Board will do the following:

- a) **Stakeholder Engagement:** The Board will foster strong relationships with key stakeholders, including local government officials, community leaders, and relevant government agencies. Regular communication and engagement can help identify potential risks early and build support for the investment plan.
- b) **Robust Risk Management:** The Board will develop a comprehensive risk management strategy that includes identifying, assessing, and mitigating political and regulatory risks. It will also regularly monitor political developments, policy changes, and regulatory updates to proactively respond and adapt.
- c) **Advocacy and Influence:** The Board will engage in advocacy efforts to shape favorable policies and regulations that support the objectives of the urban investment plan. It will also collaborate with relevant government agencies, industry associations, and other stakeholders to advocate for supportive regulatory environments.
- d) **Diversification of Funding Sources:** The Board will reduce dependence on a single source of funding by exploring diverse funding options. This can include partnerships with private sector entities, international organizations, and development finance institutions to diversify funding streams and minimize the impact of funding uncertainties.
- e) **Compliance and Adaptation:** The Board will stay updated on regulatory requirements and ensure compliance with applicable laws and regulations. Build flexibility into the investment plan to accommodate potential policy or regulatory changes and consider scenario planning to assess the potential impact of different regulatory outcomes.

#### 5.4.3 Socioeconomic Risks:

Implementation of this investment plan could be hampered by factors that are associated with various socioeconomic factors that can affect the municipality's economic growth, social stability, and overall quality of life. The factors include high levels of poverty and income inequality, insufficient job opportunities and underemployment; the prevalence of informal economic activities that can limit formal sector growth, tax revenues, and regulatory oversight.; limited access to quality healthcare, education, clean water, sanitation, and affordable housing; and economic vulnerability to external factors such as global economic fluctuations, natural disasters, and climate change can impact livelihoods, food security, and overall economic stability. Poorly diversified local economies may be particularly susceptible to these risks.

To mitigate the risks posed by those factors, the Board will do the following:

- a) **Poverty Alleviation and Economic Empowerment:** The Board will implement programs and initiatives that target poverty reduction, promote inclusive economic growth, and enhance livelihood opportunities. This can include skills development, entrepreneurship support, job creation, and access to finance for small and medium-sized enterprises (SMEs).
- b) **Social Protection and Safety Nets:** The Board will establish social protection programs that provide a safety net for vulnerable populations, ensuring access to basic services, healthcare, education, and income support. This can help reduce inequalities and enhance social stability.
- c) **Infrastructure Development:** The Board will invest in infrastructure projects that improve access to basic services, transportation networks, and connectivity. This can enhance economic opportunities, attract investments, and improve the overall quality of life for residents.
- d) **Education and Skills Development:** The Board will promote quality education and skills development programs that align with the needs of the labor market. This can improve employability, address the skills gap, and support economic diversification.
- e) **Disaster Risk Reduction and Climate Resilience:** The Board will develop strategies and policies to mitigate the impact of natural disasters and climate change on the community. This includes measures such as early warning systems, infrastructure resilience, and community-based adaptation initiatives.
- f) **Social Inclusion and Empowerment:** The Board will foster inclusive governance and community participation to ensure that marginalized groups and vulnerable populations have a voice in decision-making processes. Promote gender equality, social cohesion, and inclusivity in all aspects of socioeconomic development.

#### 5.4.4 Environmental Risks:

Implementation of this investment plan could be hampered by risks are associated with various environmental factors that can impact the natural ecosystems, public health, and overall livability of the municipality. They include: uncontrolled deforestation and habitat loss that can lead to the degradation of natural ecosystems, loss of biodiversity, and disruption of ecological balance; industrial activities, improper waste management, and inadequate pollution control measures that can lead to air, water, and soil pollution; inadequate access to clean and safe water that can pose challenges to public health, agriculture, and overall development. Water scarcity, coupled with poor water quality, can lead to waterborne diseases, reduced agricultural productivity, and conflicts over water resources; and poor waste management practices, including improper disposal and lack of recycling facilities, can result in the accumulation of solid waste, pollution of water bodies, and health hazards. Effective waste management systems are crucial for maintaining a clean and healthy environment.

The aforementioned risks will be mitigated through:

- a) **Conservation and Sustainable Land Use:** The Board will implement policies and programs that promote sustainable land use practices, including reforestation, conservation



of natural habitats, and responsible land development. This can help preserve biodiversity, protect ecosystems, and maintain the integrity of natural resources.

- b) **Pollution Control and Environmental Regulations:** The Board will enforce stringent regulations and standards for pollution control, waste management, and emissions reduction. Encourage industries and businesses to adopt environmentally friendly practices and technologies.
- c) **Climate Change Adaptation and Mitigation:** The Board will develop strategies and actions to adapt to climate change impacts and reduce greenhouse gas emissions. This can include initiatives such as promoting renewable energy, enhancing energy efficiency, implementing climate-resilient infrastructure, and supporting climate-smart agriculture practices.
- d) **Water Resource Management:** The Board will implement integrated water resource management approaches to ensure sustainable use, conservation, and equitable distribution of water resources. This includes measures such as water harvesting, efficient irrigation systems, and groundwater management.
- e) **Public Awareness and Education:** The Board will raise awareness among the community about environmental issues, their impacts, and the importance of sustainable practices. Promote environmental education, community participation, and stakeholder engagement in environmental decision-making processes.
- f) **Green Infrastructure and Urban Planning:** The Board will incorporate green infrastructure elements, such as parks, green spaces, and tree planting, into urban planning and development. This can enhance biodiversity, improve air quality, mitigate the urban heat island effect, and provide recreational opportunities for residents.

#### 5.4.5 Technological Risks:

Implementation of this investment plan could be hampered by factors that are associated with the use of technology, including digital systems, infrastructure, and communication networks. Here are some measures to mitigate such risks:

- a) **Robust Cybersecurity Measures:** The Board will implement comprehensive cybersecurity measures, including firewalls, encryption, regular system updates, and employee training, to safeguard against cyber threats. Develop incident response plans to quickly address and recover from potential attacks.
- b) **Resilient Infrastructure Planning:** The Board will ensure the resilience and redundancy of critical infrastructure systems by conducting regular maintenance, investing in backup systems, and establishing disaster recovery plans. Collaborate with relevant stakeholders, including utility providers and telecommunications companies, to enhance infrastructure resilience.
- c) **Bridging the Digital Divide:** The Board will develop strategies to bridge the digital divide and ensure equitable access to technology and the internet. This can involve initiatives such as expanding broadband connectivity, providing affordable devices, and offering digital literacy programs.

- d) **Technological Readiness and Adaptability:** The Board will stay informed about emerging technologies and assess their potential impact on the municipality. Develop plans to adopt and integrate relevant technologies, while considering their long-term sustainability and scalability.
- e) **Data Governance and Privacy Protection:** The Board will establish robust data governance frameworks to ensure compliance with data protection regulations. Implement secure data storage practices, anonymize sensitive information, and educate employees and residents about data privacy and protection.
- f) **Collaboration and Partnerships:** The Board will foster partnerships with technology experts, industry leaders, and academic institutions to leverage their expertise and resources in managing technological risks. Collaborate with other municipalities and relevant government agencies to share best practices and knowledge.

By proactively assessing and mitigating risks, the lakeside municipality can effectively navigate potential obstacles and ensure the smooth progress of the investment plan, ultimately maximizing its positive impact on the community's socio-economic development and sustainable growth.

## **5.5 Outcome Monitoring and Evaluation**

### **5.5.1 Outcome Monitoring and Evaluation Framework**

The monitoring and evaluation (M&E) framework for this investment plan plays a crucial role in ensuring the effective implementation, impact assessment, and accountability of the plan. There is an M&E system designed to track progress, measure outcomes, and identify areas of improvement to achieve the municipality's development goals. The following components outline the key elements of the outcome monitoring and evaluation:

#### *5.5.1.1 Clear Objectives and Indicators*

The M&E framework starts with well-defined objectives and corresponding indicators aligned with the urban investment plan's key priorities. These indicators are specific, measurable, achievable, relevant, and time-bound (SMART), enabling accurate and systematic tracking of progress.

#### *5.5.1.2 Data Collection and Baseline Assessment*

The plan establishes a comprehensive data collection system to gather relevant data on social, economic, and environmental aspects. A baseline assessment shall be conducted at the beginning of the plan's implementation to establish a reference point for measuring progress over time.

#### *5.5.1.3 Regular Progress Monitoring*

Regular monitoring of projects and initiatives is conducted to assess whether they are on track to achieve the desired outcomes. Progress reports shall be generated at predefined intervals to update stakeholders and decision-makers on the plan's implementation status.

#### 5.5.1.4 Outcome Indicators

Periodic outcome evaluations are conducted to assess the impact of the urban investment plan on the municipality's development. The evaluation process shall measure the extent to which the plan's objectives have been achieved and identifies areas for improvement.

#### 5.5.1.5 Stakeholder Engagement

Stakeholder engagement is a vital aspect of the M&E framework. The Board shall be engaging with local communities, businesses, civil society, and government agencies ensures that their perspectives and feedback are considered in the evaluation process.

#### 5.5.1.6 Documentation of Lessons Learnt and Best Practices

The M&E system captures lessons learned and best practices during the plan's implementation. This information shall inform future decision-making, allowing for continuous improvement and replication of successful initiatives.

#### 5.5.1.7 Adoption of Adaptive Management

The M&E framework supports adaptive management, enabling the plan's stakeholders to adjust strategies and actions based on emerging challenges and opportunities.

#### 5.5.1.8 Sustained Accountability and Transparency

The M&E system fosters accountability and transparency in the utilization of resources and the achievement of set targets. Regular reporting and communication with stakeholders ensure transparency in the plan's progress.

#### 5.5.1.9 Data Utilization for Decision Making

Data generated through the M&E system shall be used to inform evidence-based decision-making, resource allocation, and policy formulation to achieve the municipality's development objectives effectively.

### 5.5.2 Outcome Monitoring and Evaluation Matrix

Implementation of projects for the municipality will include both the National and County Governments as well as the private sector and development partners. The National Government will be represented by various institutions including but not limited to Ministries, Departments and Agencies (MDAs).

**Table 4: Outcome Monitoring and Evaluation Matrix**

Programme	Outcome	Outcome Indicator (s)	Baseline		Mid Term	End Term	Reporting Responsibility
			Value	Year			
Administration, planning & policy	Strengthened coordination	Proportion of Policies developed/operationalised	0	2022	2	2	Municipal Manager, HBMB
Public Facilities	Increased and equitable access of HH	Proportion of rural HH accessing safe water	0.31	2022	0.45	0.65	Municipal Manager, HBMB

Improvement Services	to reliable potable water for domestic and industrial use in rural areas	Proportion of population accessing water in public institutions	0.2	2022	0.5	0.8	Municipal Manager, HBMB
		Proportion of non-revenue water	0.7	2022	0.5	0.35	Municipal Manager, HBMB
		Proportion of Municipal population that are open defecation free (ODF)	0.3	2022	0.4	0.5	Municipal Manager, HBMB
		Proportion of Urban population with access to sewerage connection	0.05	2022	0.1	0.2	Municipal Manager, HBMB
Housing infrastructure development Services	Secure, well governed, competitive and sustainable urban areas	% increase of financing through PPP	0	2022	0.2	0.5	Municipal Manager, HBMB
		Proportion of HHs accessing decent Houses	0	2022	1	1	Municipal Manager, HBMB
		% increase in revenue from Property rates	0	2022	0.55	1	Municipal Manager, HBMB
Environmental Management Services	Safe and conserved environment	Proportion of urban solid waste regularly collected and with adequate final discharge	0.3	2022	0.4	0.7	Municipal Manager, HBMB
		Proportion of degraded landscape restored	0.2	2022	0.4	0.65	Municipal Manager, HBMB
	Clean and safe urban areas	Proportion of Urban areas that are clean and safe	0.3	2022	0.4	0.7	Municipal Manager, HBMB