



OYUGIS MUNICIPALITY

OYUGIS MUNICIPALITY ANNUAL INVESTMENT PLAN

2023 – 2024

JUNE 2023

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1.0: INTRODUCTION

1.1 BACKGROUND AND CONTEXT

This chapter gives the background information on the socio-economic and infrastructural aspects that has a bearing on the development of the municipality. The chapter provides a description of the municipality in terms of the location, size, population, physiographic and natural conditions, demographic profiles as well as the administrative and political units. In addition, it provides information on human development approach; infrastructural development; land and land use.

1.1.1 Location

Administratively and politically, Oyugis Urban Area is in Rachuonyo South and Kasipul Constituency respectively is located along the A1 highway to Kisumu, some 20 Km North of Kisii town. Oyugis is located at 0°27'26.98"S 34°39'32.77"E and 0°34'17.15"S 34°47'19.63"E. The urban area covers an area of 14.939 Km² (1,493.9 hectares) and extends from River Ayoro to the South, Owade bridge to the East, Wire hills to the North and Kotieno Primary to the West. The location of the urban area plays a vital role in its relationship with other neighbouring urban areas such as Kendu Bay, Kosele, Rangwe, Rongo and Ringa, which are linked by major transportation networks. Similarly, the urban area creates a market for products as well as employment opportunities for Oyugis and the wider Western Kenya region.

1.1.2 Economic Activities

The analysis of the economic activities in Oyugis municipality provides the knowledge on the available pool of job opportunities and the level of their utilization. This knowledge will inform the strategies for improved harnessing of the resources that provide the opportunities to increase job opportunities. It will also provide knowledge on resources that are not yet fully mobilized so that they can be employed to increase wealth creation for poverty eradication:

1.1.2.1 Farming

It is the backbone for other economic activities. It involves the trapping of groundout and maize from the farm, using jembes and machines.

1.1.2.2 Industrialization

The Jua Kali sector forms the basis of industrial development in Oyugis Municipality. It has a direct linkage with agricultural, building/construction and industrial sectors for demand and supply of both *Jua Kali* inputs and finished products.

The sector creates substantial self-employment opportunities for those not employed in the formal sector. The sector comprises of *Jua Kali* artisans, women groups, youth groups and self-help groups involved in various income generating activities to support their livelihood. The informal industrial activities carried out include carpentry, motor vehicle mechanics, tailoring and dressmaking, radio repair, plumbing, saloons/ hairdressers, blacksmiths and metal workers, cobblers, watch repair, second hand clothes dealers, timber selling, metal fabrication, charcoal dealers, newspaper and foodstuff vendors.

1.1.2.3 Commercial activities

Several retail shops are located throughout the Oyugis municipality. They are mainly concentrated in the CBD, elsewhere, others are in residential estates while other land uses as the Bus Park and administrative centers. Such shops deal mainly in general domestic items, hardware and other construction items. On the other hand, some of the formal trade includes banking industries and financial institutions within the municipality.

1.2 STRATEGIC IMPORTANCE OF THE PLAN

The Oyugis Municipality Investment Plan 2023/24 aims at establishing strategic frameworks for promoting sustainable development and attracting investments. Eventually, the plan aims at addressing development challenges and leverage the Municipality's unique characteristics to promote sustainable urban development. It focuses on the following thematic 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 TO OTHER PLANS

1.3.1 IDeP Linkage with the African Agenda 2063

Agenda 2063 is an African Agenda that seeks to deliver on a set of Seven Aspirations each with its own set of goals which if achieved will move Africa closer to achieving its vision for the year 2063. It reflects our desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth are realized, and with freedom from fear, disease and want. This MIDP has been aligned with the Aspiration 3 and 6 of the Africa Agenda 2063.

The Municipality is subject of building a self-sustainable institution that with structured leadership geared to develop and transform as per goal 2 of Aspiration 3 of a capable institutions and transformed leadership in place at all levels.

The municipality projects and programmes are framed through public and citizen participation thus aligning with developments which are people driven, relying on the potential of African people, especially its women and youth, and caring for children.

1.3.2 IDeP Linkage with Kenya Vision 2030 and BETA (MTP 2018-2022)

Kenya Vision 2030 refers to the long-term development strategy for Kenya; it aims to transform Kenya in to a modern, globally competitive, middle-income country providing high quality life to its entire citizen.

To realize vision 2030, it is phased to be implemented in successive five-year Medium-Term Plans. The country currently is implementing the fourth MTP 2023 -2027 through Bottom-up Economic Transformation Agenda BETA. To make these five core pillars feasible, the Government will implement strategic interventions under the following key enablers: Infrastructure; Manufacturing; Blue Economy; the Services Economy, Environment and Climate Change; Education and Training; Women Agenda; Youth Empowerment and Development Agenda; Social Protection; Sports, Culture and Arts; and Good Governance.

The IDeP is developed and anchored as part of the aforementioned enablers that will enable the country to achieve both vision 2030 and Big 4 Agenda.

1.3.3 IDeP Linkage with the Kenya Constitution 2010 and Other Legal Frameworks

This IDeP has been prepared in consistence with Kenya Constitution 2010 according to the Fourth Schedule it outlines the functions of the national and county governments. A total of 14 functions have been devolved to the counties.

Five laws which provide the framework for devolution have been enacted, 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.

Other laws that are put into consideration when drafting this IDeP to arrive to a functional municipality include the following; 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.

1.3.4 IDeP 2023 – 2027 with CIDP 2023 – 2027

A County Integrated Development Plan is a key plan for the counties that gives an overall framework for development. It aims to co-ordinate the work of both levels of the government in a coherent plan to improve the quality of life for all the people and contribute towards

devolution. The county governments Act section 108 outlines the county integrated development plan (CIDP) this outlines the county development goals covering a period of five years.

Kenya's Public Finance Management Act provides that no public funds shall be appropriated outside a county's planning framework. The CIDP contains information on development priorities that inform the annual budget process, particularly the preparation of annual development plans, the annual county fiscal strategy papers, and the annual budget estimates.

2.0 VISION, MISSION, GOALS AND OBJECTIVES

2.1 VISION

The Board envisions ‘A prosperous Municipality that is inclusive, sustainable and foster a high quality of life for all residents.’

2.2 MISSION

The Oyugis Municipal Board exists ‘To provide efficient and transparent governance, deliver essential services and foster community engagement while prioritizing sustainable development and equitable opportunities of Oyugis municipality.’

2.3 GOALS AND OBJECTIVES

In order to realize accelerated capital accumulation and enhance livability of the Municipality, stakeholders have identified five priority areas that are at the heart of service delivery for the Municipality:

Priority Area	Goals	Objective(s)
Welfare and Social Services	Foster social inclusion, improve living standards, and enhance the quality of life for all residents.	To improve access to health care services
		To improve the stock of human capital
		To equip children and the youth to be Self-sufficient in future
		To reducing citizen’s exposure to hazardous Substances
Environmental Management	Ensure the sustainable use of natural resources, protect the environment, and build resilience to climate change.	To create economically integrated neighborhoods
		To improve access to clean air for citizens to Breath
		To improve collection and disposal of solid waste
		To improve the physical layout of the municipality
Trade, Tourism and Industry	Promote economic growth and diversification within the lakeside municipality.	To manage noise in built-up areas
		To promote green habitats and quiet spaces
		To stimulate demand for local products
Public Works and Infrastructure	Improve infrastructure and services to meet the needs of residents and support economic activities.	To attract more visitors and investors
		To enhance the innovative sectors of the Municipal economy
		To improve access to markets and reducing the cost of doing business
Finance, Administration and Governance	Enhance governance structures and institutional capacity to effectively plan,	To modernize infrastructure
		To promote green mobility
		To improve governance and engagement of the Citizens

	manage, and implement urban development initiatives.	
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3.0 DIAGNOSTIC ANALYSIS

3.1 Urban area analysis

The urban area analysis provides a comprehensive understanding of Oyugis 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 (along the A1 Ahero —Isibania road) as a business hub connecting Kisumu City with Kisii town heading to Tanzania through Isibania border.

3.1.1. Geographic Location

Oyugis Municipality is located in western Kenya, at latitude 0° 27' 26.98" S and longitude 34° 39' 32.77" E and latitude 0° 34' 17.15" S and longitude 34° 47' 19.63" E and at approximately 1,420m above sea level. It serves as the Rachuonyo South Sub-County headquarters of Homa Bay County. The municipality lies between Kisii highlands and Lake Victoria basin. Oyugis Municipality's location has great strategic importance as it is located along Ahero —Isibania (A1) highway which is the gateway into Tanzania through Isibania. The road also links the municipality with Kisumu City and Kisii town hence providing opportunities for:

- Regional flow of goods, people, and capital
- Business growth and employment creation
- Inter-county and intra-county connectivity

3.1.2 Demographics and Population

According to the 2019 population census, the total population for the proposed Oyugis Municipality is 71,025. The population growth rate is similar to that of Homa Bay County and is estimated at 2.3%. Table 4 - 1 shows this population by sex.

Table 4 - 1: 2019 population by age and sex

Male	Female	Total
34,092	36,933	71,025

Source: KNBS, 2019

This population when projected to 2023, 2028 and 2033 using the growth rate of 2.3% gives the following population figures;

Table 4 - 2: Projected population

Year	2023	2028	2033
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Population	77,484	86,391	96,322
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The female to male gender ratio in Oyugis Municipality is 52:47. Generally females outnumber males in all the wards that make up the municipality’s boundary. The fertility rates are also high, and as a consequence the overall population is largely youthful. According to the projected population figures of 2023, the number of people aged between 0-14 years account for about 48% of the total population.

The socio-economic survey revealed that the average household size was between 1—5 people. This accounts for about 64.1%. This is followed by 6—10 people which accounts for 33.7%. There are few instances where the family size is larger than ten. These are however isolated and account for a paltry 2.3%. These figures on household size confirm the high fertility rate. Considering the projected growth of the population, there is an urgent need to provide employment opportunities to cater for the rising population.

3.1.3 Economic Overview

The economy of Oyugis Municipality is primarily driven by agriculture, trade, and services. Agriculture includes crop farming, livestock rearing, and horticulture, with potential for value addition and market expansion. Trade and services are centered around the municipality's role as a commercial hub, providing goods and services to the local markets.

Oyugis Municipality has three main banks namely: Kenya Commercial Bank, Cooperative Bank, Post Bank and Equity Bank. It also has Microfinance Institutions such Kenya Women Finance Trust and SACCOs. The economy of Oyugis is dominated by small and medium enterprises in Jua kali, crop and livestock production, retail and wholesale businesses. The service industry is also becoming vibrant in the areas of accountancy, banking, plumbing, elasticity installation, and building. Generally, the economy of Oyugis is vibrant and attracts a lot of private investors

3.1.4 Infrastructure and Connectivity

Access to infrastructure facilities is crucial to the growth of businesses in an area. These facilities enable increase in factor productivity and reduce production costs, foster innovation and promote private capital formation. Oyugis Municipality has a relatively developed road network with the main highway passing through the municipality being A1 Ahero-Isbania road and Oyugis – Kendu Bay road however there is need for more access roads.

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 among others that 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

Oyugis 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 NEED/DEFICIT ANALYSIS

This deficit-based analysis highlights the areas of concern and challenges faced by the Oyugis 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.

The table provides various emerging needs and proposed actions to address the needs adequately;

Emerging Needs	Proposed Actions
Enhance institutional capacity on Disaster Management Information Systems (DMIS) at the Municipality level.	Introduce and improve the disaggregated information system, along with pre/post disaster assessments encompassing: (a) disaggregated quantitative disaster impact data (b) qualitative insights into differential impact e.g., children, and (c) context-specific data on inequalities.
Ensure meaningful participation in decision-making and planning processes to ensure that women, boys, girls, PwDs, and other	<ul style="list-style-type: none"> • Adopt the County Public Participation Model • Build capacity and mobilize CSOs (TLOs, women groups, child clubs, youth networks) • Train municipal board, technical official to ensure inclusive management to address the

vulnerable groups' needs are adequately represented.	concerns and special needs of PwD, adolescent girls, female, and elderly population and other vulnerable groups including the ethnic minority.
Development and implementation of Municipal policies, strategies, guidelines, and plans	Support to capacitate the Municipality to prepare and implement necessary policies, strategies, guidelines, and plans in collaboration with the development partners
Improve the systems with systematic disaggregated data system	Support and train Municipality on knowledge management Develop and mobilize skilled human resources for data management, risk mapping, and information dissemination for public awareness through ward offices/ CBOs among others
Establish management structures targeting community groups, neighborhood associations etc.	Support Municipality to functionalize necessary structures and with adequate capacity building for effective planning and performance.
Promote a conducive environment for the private sector and their network to collaboratively invest in municipality	Support Municipalities to prepare guidelines, organize dialogue, and sensitize and encourage the private sector and its network to collaboratively invest in the municipality
Build capacity of the Municipal Human Resources	Develop a standard training package (manuals and facilitators guide) for training (both first-time and refresher) on the effectiveness managing of the municipality

3.3 OPPORTUNITIES (ASSET BASED APPROACH)

According to the provisions of Section 149 (1) of the PFMA, 2012, each spending entity of the County Government of Homa Bay shall be required to ensure that their resources are used in a way that is; lawful and authorized, efficient, effective, economical, and transparent. In respect of this requirement, the Oyugis Municipality shall maintain asset registers complete with listing of physical resources, including dates they were purchased, present value, and location.

3.3.1 Natural Resources and Environment

Oyugis Municipality is blessed with abundant natural resources, including Ayoro river, fertile land, and diverse ecosystems. The natural beauty and biodiversity of the region offer significant potential for eco-tourism and sustainable development. The favorable climatic condition provides opportunities for agribusiness and support to various value chains.

3.3.2 Cultural Heritage and Tourism Potential

The 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

Municipality's location, being alongside the highway connecting Kisumu City and Kisii town and by extension connecting 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.

Asset	Economic benefits	Impact
Ahero to Kisii highway (Class A)	Increased accessibility	Fuels transport sector hence more money
	Employment generation	More money flows in to the economy
	Increased security conditions	Results in to more investment around the area hence better living
The Bus Park/market	Increased entrepreneurial activities	More employment hence improved living standards
	Reduced crime rates	This creases investment rates hence more circulation in the economy
	Improved infrastructure	Better access and more savings on cost

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

The Municipality has a relatively skilled and diverse workforce with expertise in various sectors, including agriculture, fisheries, tourism, and services. The presence of KMTTC, Sikri VTC and Rachuonyo Teachers College 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 ACTION

4.1 KEY INVESTMENT PRIORITIES

The broad intention of the Oyugis Municipal Board is to increase opportunities for and improve the lives of investors, workers and residents of the Municipality. This involves enhancing the innovative sectors of the Municipal economy; transforming the physical landscape to benefit the economy; growing a broader, more resilient and inclusive middle class; rewarding and supporting low wage earners; helping create more economically integrated ‘choice neighborhoods’ and; collecting and disseminating more timely, reliable and actionable information.

In order to realize accelerated capital accumulation and enhance livability of the Municipality, stakeholders have identified six priority areas which are at the heart of service delivery for the Municipality. These priority areas, if covered, should enable the municipality to provide adequately for both current and future needs of tourists, investors, workers and residents. These six priority areas include;

- Urban Planning and Development
- Public Works and Infrastructure
- Trade, Tourism and Industry
- Welfare and Social Services
- Environmental Management
- Finance, Administration and Governance

Table 2: Priority Areas, Objectives and Strategies

Priority Area	Objective(s)	Strategies
Welfare and Social Services	Improving access to clean and safe water for drinking and other uses	Develop urban water supply systems Monitor quality of water delivered at the tap and other access points Protect water sources and treat waste water
	Improving the stock of human capital	Augment educational attainment through local colleges Invest in workforce and job-trainings
	Equipping children and the youth to be Self-sufficient in future	Provide affordable high quality child care services Create safe neighborhoods and affordable houses for them to live Support youth programs and services
	Improving access to health care services	Upgrade existing public facilities Attract private investment

	Reducing citizen’s exposure to hazardous Substances	Carefully monitor, review and regulate use of pesticides and other chemicals Ban use of hazardous substances in public spaces
	Creating economically integrated neighborhoods	Break up poverty-concentrated areas Create support programmes for the poor
Environmental Management	Improving access to clean air for citizens to Breath	Develop air quality management plans Tackle pollution at source
	Improving collection and disposal of solid waste	Promote waste prevention Encourage re-use and recycling
	Improving the physical layout of the municipality	Align social and natural resources with the emerging economy
	Managing noise in built-up areas	Use low-noise technologies/materials Regulate noise generation esp. around public health and learning facilities
	Promoting green habitats and quiet spaces	Foster green space initiatives of communities Designate protected areas especially for water catchment, air purification and recreation Develop legislation for nature and biodiversity protection
Trade, Tourism and Industry	Stimulating demand for local products	Upgrade the professional and entrepreneurial competencies of the locals to supply unique services Lobby for the establishment of more institutions (colleges, barracks, etc.) Expand the volume and diversity of tradeable items in the Municipality
	Attracting more visitors and investors	Improve the financial infrastructure Establishing cultural institutions such as museums and libraries Improve tourist attractions such as waterfronts, parks and nature reserves
	Enhancing the innovative sectors of the Municipal economy	Invest in technology and research to generate new jobs and entrepreneurial opportunities Broaden commitment to technical and higher education to generate new skills Reward knowledge, innovation and entrepreneurship
Public Works and Infrastructure	Improving access to markets and reducing the cost of doing business	Expand the transport network Improve energy provision Create networks that give fast, ready and reliable access to information

	Modernizing infrastructure	Recapitalizing old roads, bridges and sewer lines Extend transit lines to improve movement of goods
	Promoting green mobility	Embrace use of electric and hybrid cars Develop sustainable urban transport plans including use of public transport, cycling and walking
Finance, Administration and Governance	Improving governance and engagement of the Citizens	Involve citizens in decision making Promote use local products through green public procurement Involve all stakeholders in planning Develop mandatory procedures for assessing impact

4.2 PPP OPPORTUNITIES

Oyugis 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:

3.1.1 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.

3.1.2 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.

4.1.4 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.

4.1.5 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.

The Board 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 STRATEGY AND ACTIONS

4.3.1 Transportation Strategy

The issues complicating transportation in Oyugis Municipality are many including; traffic congestion occasioned by usage of part of A1 road reserve by hawkers and informal sector businesses; usage of carriage way by all modes of transport such as NMT, motorized transport, and through traffic from Kisumu -Kisii-Migori Isibania road. In this regard the design of transportation strategy for Oyugis Municipality should involve development of smart transportation system that takes into account, safety, comfort, convenience, environment friendly component, and cost effectiveness. The following strategies are made;

Strategy 1: Address the problem of traffic congestion along Kisumu- Oyugis-Kisii-Migori Isibania road

Measures to Support the Strategy:

- Acquire land for and construct a new bus park
- Provide for Traffic Separation involving Modal split traffic coming and out of CBD. NMT and pedestrian lanes should be designed
- Provision of parking spaces to alleviate traffic congestion along the main highway
- Relocation of Hawkers along A1 road who contribute in making A1 road congested
- Provision of street furniture involving signage, traffic signals and street furniture to quicken traffic flow
- Opening of by-pass roads to filter through traffic and to decongest A 104 highway,
- Erection of bumps to control traffic flow along the highway and to ensure road safety
- Commercial developers in the CBD should provide enough parking spaces for shoppers
- KURA to redesign cut rail to provide for convenient traffic circulation
- Enact and enforce traffic management by-laws to ensure smooth mobility of motorized and NMTs

Strategy 2: Planning for Non- Motorized/Motorized-Boda Boda

Measures to Support the Strategy:

- Design NMT lanes and cyclist paths along all roads in Oyugis Municipality
- Provide common boda boda parking spaces with shades
- Designate dropping and picking points of passengers by NMT/motorized Boda bodas
- Ensure good discipline and character of NMT/Motorized Boda Bodas
- Formulate and enforce by-laws to regulate NMT/Motorized Boda Boda transport

Strategy 3: Increase parking infrastructure capacities in Oyugis Municipality

Measures to Support the Strategy:

- Acquire land for parking spaces including matatu and Lorry parking.
- Formulate and enforce parking regulations
- Loading and offloading of luggage for supermarkets in the CBD and Industrial areas to be done at convenient times especially during the night hours

Strategy 4: Ensure good road connectivity to all areas within Oyugis Municipality

Measures to Support the Strategy:

- Acquire land for connecting missing links for roads in the municipality
- Open up all roads to enhance connectivity and to create arterial /bus routes to all areas
- Expand on narrow road reserves to allow for two-way

Strategy 5: Improvement of poor State of roads within Oyugis Municipality

Measures to Support the Strategy:

- Institute municipality-wide road murraming projects
- Tarmacking of all arterial road hierarchy
- Construct of road bridges, culverts to enhance connectivity and drainage of roads

4.3.2 Law and Order

Security and safety of urban dwellers in a municipality is of paramount importance, as it provides an enabling environment for investors to go on with their daily businesses without interruptions. The vision of law and order in Oyugis Municipality is to have a secure, safe and just municipality of which the following strategies are proposed;

Strategy 1: Ensure security and safety of residents in Oyugis Municipality

Measures to Support the Strategy:

- Increase the number of police officers to the ratio of 1 police officer to 400 people
- Provide street lighting in crime hotspots
- Opening up of roads to facilitate street patrols
- Address the root cause of crimes to prevent crimes, such as land ownership and family cases

Strategy 2: Improve Housing conditions of security officers

Measures to Support the Strategy:

- Build more decent housing to accommodate all security officers
- Provide water and associated amenities to Law Courts and police stations

4.3.3 Housing Strategies

The following strategies supported by the above-mentioned standards are geared towards supporting and achieving the overall objective of the housing strategy.

Strategy 1: Promoting land use planning to support quality and affordable housing

Measures to Support the Strategy:

- The County Government of Homa Bay shall initiate surveying and titling of plots particularly in freehold areas to ensure that they are adequate and approved for residential use.
- The County Government of Homa Bay shall enhance easy access to land for residential use and especially to low-income groups through communal amalgamation. This will be achieved through community sensitization.
- Undertake and implement zoning of areas into specific residential densities.
- Prepare detailed action physical development plans for areas identified for housing development.
- The County Government of Homa Bay shall provide basic plot layout and minimal infrastructure such connections to sewer, electricity, water and roads in advance of spontaneous development.
- The county government will initiate and undertake dialogue and participatory planning activities among all the stakeholders in the housing sector to sensitize them various challenges and opportunities.

Strategy 2: Supporting slum upgrading programmes

Measures to Support the Strategy:

- Re-zoning of areas around the CBD into high density residential areas. Areas such as 1000 streets, behind Matata Hospital, Jua Kali area, Aloo Estate and Masogo line shall be zoned as high density residential zones.
- Initiating informal settlement improvement programmes. The County Government of Homa Bay in collaboration with the national government agencies such as

KENSUP, KISIP and the UNHABITAT shall initiate informal settlement improvement programmes in 1000 streets, Jua Kali and Masogo line.

- The county Government of Homa Bay shall undertake initiatives that encourage private sector financial institutions to provide housing finance for low cost housing improvement.
- The County Government of Homa Bay shall design a standard low-cost house for sensitization and implementation in areas zoned for residential purposes.

Strategy 3: Enhancing use of quality, local and affordable building techniques and materials

Measures to Support the Strategy:

- The county government in collaboration with other government agencies such as NLC will undertake a yearly capacity building initiative for building contractors and masons to sensitize them and improve their skills on modern building technologies and building materials. These include ABMT centers that supports use of locally available resources.
- The county government in consultation with NEMA will initiate a yearly seminar to encourage sand harvesters to use sustainable mining techniques.
- County government should introduce subsidies that support and attract investment in hardware premises within the municipality hence reducing the cost of construction materials.
- The county government shall develop and enact county by-laws on mining that will regulate the mining, transportation and use of construction materials.

Strategy 4: Formulating user-friendly housing regulations

Measures to Support the Strategy:

- Six (6) building inspectors shall be employed and posted to enforce development control regulations in the municipality. Each inspector will oversee two (2) zones as proposed in structure plan.
- The county government shall establish county law courts to strengthen the enforcement of existing housing standards in the municipality.

- The plan proposes the developing residential zoning standards which will give parameters for approval in each of the residential densities, infrastructure requirement and mandatory connection to all utilities.
- Cascade the building codes (regulations) into county by-laws to make them easy to understand.
- The county government shall develop brochures and fliers that simplify the housing regulations and procedural frameworks to sensitize stakeholders in the housing sector and make development approval procedures easy to understand.
- The municipality executive should establish development control committee that will comprise of both the county government departments and national government agencies such as NEMA, NCA, among others.

Strategy 5: Support establishment of housing finance mechanisms

Measures to Support the Strategy:

- Enter into consultation with large commercial banks, real estate investments agencies, NACHU and other housing finance institutions to establish and strengthen their housing finance departments in Oyugis Municipality so as to ensure that housing finance credit is accessible.
- Coordinate yearly and regular training/workshops on various housing finance models to sensitize the community on available financial models.
- The county government should encourage its residents to establish and register housing Sacco's especially those that will venture into low-cost housing.
- Initiate discussion with existing self-help groups and support them into venturing into housing financing.

Strategy 6: Improving housing infrastructure services

Measures to Support the Strategy:

- Acquire land for affordable housing
- Enforce mandatory connection to national grid, sewer system and water reticulation for housing development approval.

- Expand and connecting electricity, sewer system, water supply and telecommunication network in all residential areas
- Provide garbage skip for all residential zones in central location
- Provide children playgrounds, open parks and recreational facilities in all residential zone
- Provide public toilets in designated urban areas

4.3.4 Environmental Management strategies

Oyugis is a developing municipality with the capacity to adequately handle its environmental issues such as solid and liquid wastes. The municipality lacks a sewer system and solid wastes management site. In order to curb its environmental concerns, the municipality aims at providing quality life to its citizens through sustainable management of the environment and natural resources. This can be achieved through:

1. Solid Wastes

Strategy 1: Providing a comprehensive solid waste management

Measures to Support the Strategy:

- Acquire land at Wire hills and establish a solid wastes recycling/management site.
- Purchase corded litter bins
- Strategically locate skips and skip loaders in strategic areas within the municipality.
- Ensuring that all health facilities and clinics within the municipality install incinerators for the management of the hospital wastes.
- Planting of trees and scented flowers in the recycling plant to obviate smell from the facility.
- Passing the necessary by-laws prohibiting indiscriminate dumping of wastes in the municipality.
- Creation of an autonomous waste management unit in the municipality. The unit should be adequately staffed with appropriate personnel and supplied with appropriate easy to service equipment such as skip loaders.
- Regulate and license all private solid waste collectors

2. Storm Water Drainage

Strategy 1: Developing proper drainage system for the municipality

Measures to Support the Strategy:

- Extending the storm water drainage network beyond the A1 road and integrating the same with road networks.
- Demolition of structures on the drainage way leaves and flood prone areas.
- Regular cleaning and maintenance of the drainages.
- Closing up all the open drains with grated slabs to prevent dumping of wastes into system.

3. Sewer

Strategy 1: Providing a comprehensive sewerage system for the municipality

Measures to Support the Strategy

- Acquire land and develop liquid wastes treatment plant at the upper part of Owade Bridge.
- Developing a sewer network within the municipality.
- Construct modern public conveniences/sanitary facilities in the CBD and in public places through public-private partnerships

4. Environmental Hazards and Disaster Management

Strategy 1: Developing environmental hazards and disaster management system

Measures to Support the Strategy:

- Formulate a Disaster Preparedness and Management section within the municipality administration.
- Formulate Disaster Preparedness and Management by laws.
- Establishment of 3 fire stations with at least a fire engine with members' staff.
- Make and enforce laws that all buildings must have complete firefighting equipment to include the firefighting horse reel, fire extinguishers and fire hydrants.
- Enforcement of biodiversity conservation and protection regulations.
- Develop and implement effective disasters early warning systems.

5. Controlling of roaming animals within the municipality

- Animal holding sites establishment

- Enforce laws on animal movements

6. Preservation of ecologically sensitive areas

- Rehabilitation of pelican Birds sanctuary along Oyugis – Gamba road
- Protection of Wire hills, Koderia Forest and other water catchment areas

4.3.5 Recreational Facilities

Strategy 1: Providing recreational facilities

Measures to Support the Strategy:

- Reposes encroached open spaces e.g. stadium and riparian reserves.
- Acquire land and provide 3 open spaces in identified areas i.e Elimu area, Along River Ayoro (lower part of 1000 street) and Siany.
- Encourage Public Private Partnership in provision of playgrounds.
- Ensuring that educational institutions set aside land for recreational facilities.
- Development of a regional museum and other tourist attraction sites within the municipality and its environs to preserve the traditional artefacts and to attract tourists.

Strategy 2: Improving aesthetics of the municipality

Measures to Support the Strategy:

- Protect, maintain, and enhance the natural and organic character of the watercourses by planting a tree buffer e.g. River Ayoro riparian.
- Encourage and promote tree planting in the planning and development of urban spaces, streets, roads and infrastructure projects; as well as woodlots in peri-urban areas;

4.3.6 Social Infrastructure strategy

Development of social infrastructure translates to vibrant economy and enhances the growth of a municipality. The purpose of this strategy is to enhance access to social facilities and to ensure that the same are adequately provided within the planning area. The following strategies will help in achieving this:

1. Energy

Strategy 1: Ensuring accessible and reliable electricity supply

Measures to Support the Strategy:

- i. Expand the supply of power by encouraging private sector participation in the exploration of possibilities for developing alternative cheap and environmentally sound energy sources.
- ii. Enforce regulations relating to the preservation of power way-leaves.
- iii. Increase the electricity network within the municipality.

Strategy 2: Promote the adoption of clean energy

Measures to Support the Strategy:

- i. Expand the supply of power by encouraging private sector participation in the exploration of possibilities for developing alternative cheap and environmentally sound energy sources.
- ii. Install and maintain solar powered street lights throughout the municipality.
- iii. Encourage and promote the use of renewable energy.
- iv. Popularisation of alternative energy sources such as solar energy

2. Cemetery

Strategy 1: Provide a cemetery

Measures to Support the Strategy:

- i. Acquire land for proposed cemeteries at Wire hills and another towards Muga primary school area and demarcate between Christian, Muslim's and other religions.
- ii. Enactment and enforcement of by-laws prohibiting burials within the municipality boundaries and sensitisation of the residents to undertake burials in the designated cemeteries.

3. Water

Strategy 1: Expand water coverage within the municipality

Measures to Support the Strategy:

- i. Expand the water reticulation system to supply water to the entire Planning area.
- ii. Completion of the ongoing water treatment and supply project so as to ensure supply of adequate water.
- iii. Establishing water kiosks within a radius of 50 meters in informal settlement.
- iv. Prosecutions of offenders who are vandalizing water facilities.

Strategy 2: Protect and preserve natural water resources

Measures to Support the Strategy:

- i. Determine the riparian reserve for River Ayoro and plant it with trees.
- ii. Restricting developments on the riparian reserves.
- iii. Controlling activities within the wetlands, only allowing environmentally friendly activities.
- iv. Adherence to public health standards for safeguarding underground water resources
- v. Enforcement of approvals for sinking wells and boreholes to enhance safety standards.

4. Health

Strategy 1: Improving access to effective and efficient health services

Measures to Support the Strategy:

- i. Provide adequate medical staff in every hospital to a recommended WHO doctor patient ratio of 1:1000.
- ii. Increase bed capacity that provides bed occupancy of not more than 100%.
- iii. Encourage Public Private Partnerships in development of health facilities.
- iv. Equip all health facilities with modern medical equipment.
- v. Attach mortuaries to the health facilities and encourage establishment of private funeral parlours.
- vi. Provision of support infrastructure such as access roads, pavements, shades etc.
- vii. Regularize supply of drugs to all health facilities.

5. Security

Strategy 1: Improving security within the municipality

Measures to Support the Strategy:

- i. Provide adequate flood and street lights within the municipality.
- ii. Provision of support infrastructure such as adequate housing, water, sewer and electricity among others to all the police facilities.
- iii. Enforce community policing initiatives (Nyumba Kumi initiative).

6. Education

Strategy 1: Provision of quality and affordable education

Measures to Support the Strategy:

- i. Construct more classrooms in schools within the CBD.
- ii. Provide supporting infrastructure like water, desks and toilets among others in all schools.
- iii. Establish modern community libraries/Digital hubs at Rawinji resource center.
- iv. Deployment of adequate staff in the schools to a recommended teacher-pupil ratio of 1:40.
- v. Implement the proposed construction of Mawira secondary school on the identified site.
- vi. Construct a secondary school next to Kasimba primary school.
- vii. Creation of incentives to the private sector, religious organisations and other stakeholders to continue investing in the provision of educational facilities and services.
- viii. Enforcement of quality assurance and regulatory policies governing the education sector.
- ix. Increment of development densities for the educational institutions to enable them accommodate increased student population and to avail land for recreational, boarding and staff housing.

Strategy 2: Developing skilled and job-oriented human resource

Measures to Support the Strategy:

- i. Acquire land and construct a vocational training institute next to the KMTC.

4.3.7 Economic Development Strategies

Strategies are courses of activities geared towards the achievement of given objectives. The strategy formulation process for Oyugis Municipality was supported by the existing background documents, a synthesis of the potentials, opportunities and constraints of data collected, and stakeholder inputs from the various forums held in the municipality. It provides a summary of the direction of development and the desired end that the municipality intends to achieve.

1) Industry and Trade Development Strategies

Strategy 1: Promotion of agro-industrial growth

Measures to Support the Strategy:

- Creation of Industrial Zones:
- Zoning and planning of industrial parks.
- Promotion of innovative agriculture for industrial development
- Sourcing of industrial markets both locally and regionally.
- Development of urban and rural infrastructure (roads, water, electricity networks) to promote industrial production.
- Preparation and Implementation of Local Physical Development plans to control urban growth in the event of Industrial growth.
- Tailor and develop education institutions and programs that supplement the requirements of industries.
- Create and promote an appropriate and enabling business environment for investors in the business park and industrial zones
- Formation and investment in regional markets:
- Integration agreements for market creation
- Establishment of a Jua kali zone within the major urban nodes and CBD
- Creation of several multipurpose dams for fish farming long major rivers

Strategy 2: Preparation and implementation of a Pro MSE and industry policy

Measures to Support the Strategy:

- Preparation of a trade policy.
- Improvement of trade licensing and revenue collection streams

Strategy 3: Harmonization of single business license fees

Measures to Support the Strategy:

- Establishing a one-stop licensing shop.
- Involving traders in decision-making.
- Improving issuance of licenses to avoid unscrupulous traders
- Regulate fees to make them business friendly.
- County government intervention to tame rogue revenue collectors

Strategy 4: Construction of Masogo Municipal market and revival of market stalls at the CBD

Measures to Support the Strategy:

- Completion of stalled market stalls
- Introduction of new market stalls where none exists.
- Designate waste disposal space in all markets.
- Redesign the drainage system in major markets.
- Construct public toilets in all markets
- Construct storage facilities for farmers produce.

Strategy 5: Improved access to infrastructure for businesses in all trading centers

Measures to Support the Strategy:

- Connection of trading centers to water and electricity.
- Regulation of frequent electric blackouts
- Improvement of roads

Strategy 6: Skills improvement for better managed MSEs

Measures to Support the Strategy:

- Skills needs assessment
- Skills improvement plans and policy
- Training program
- Equip vocational training centers with business training facilities

2) Tourism development strategies

Strategy 1: Promote private sector involvement and investment in tourism

Measures to Support the Strategy:

- Address the perception challenge through promotion and sensitization.
- Provide innovative incentives to the private sector to encourage investment.

Strategy 2: Investment in tourist attractions

Measures to Support the Strategy:

- Subsidies for resorts and activities around Kodera and Wire forests

Strategy 3: Infrastructure investment and improvement

Measures to Support the Strategy:

- Construction of tourism missing links within the county.

Strategy 4: Environmental and cultural conservation

Measures to Support the Strategy:

- Conservation of water towers.
- Preservation and promotion of culture
- Investment in cultural villages

Strategy 5: Tourism niche development

Measures to Support the Strategy:

- Brand Oyugis Municipality as a cultural and tourist destination. This would require well developed tourism sites and standard hotels

4.3.8 Urban Governance Strategies

The implementation of this plan and smooth running of the municipality depends on the good urban governance. The values of good governance include accountability, transparency, responsiveness, equity, inclusivity, effectiveness and efficiency and public participation. These values increase public confidence and create a sense of ownership in the planning and management of urban affairs.

The following are strategies to enhance good urban governance:

Strategy 1: Enhance institutional capacity building for the municipality and plan implementation

Measures to Support the Strategy:

- Training of staff to help in decision making in matters relating to urban design, development control, land use planning and urban management issues.

Strategy 2: Promote public participation in planning related matters

Measures to Support the Strategy:

- Provide mechanism to build public private partnership in the implementation of the plan.
- Encourage community inclusivity for all genders, disabled and marginalized through participation in project identification and implementation.
- Create incentives for organizations and individuals to participate in the activities that lead to the achievement of the objectives and vision of the plan
- Enhance public participation through community forums such as public barazas, citizen fora and social media to increase community participation in programs and projects within the municipality.

Matrix of Programmes and Projects

Table 1; Capital and Non Capital Projects

Programme Name: Policy, Planning, General administration and support Services						
Objective: To provide overall policy and strategic direction for the transformation of the Oyugis Municipality						
Sub Program	Key Outcome /output	Cost Estimate	Time frame	Performance indicator	Target	Implementing agent

Policy and Planning	Policies and frameworks developed	4M	2023-2024	No. of policies formulated and implemented	1	Oyugis Municipality/Partner
	SDG Localisation Reports	2M	2023-2024	Quarterly SDG Localisation Reports done	4	Oyugis Municipality/Partner
	Strategic plans developed	5M	2023-2024	No. of Strategic plans/Municipal plans developed	1	Oyugis Municipality/Partner
Programme Name: Public Works and Infrastructure Improvement Services						
Objective: To promote effective development, management and maintenance of all municipal facilities and roads.						
Sub Program	Key Outcome /output	Cost Estimate	Time frame	Performance indicator	Target	Implementing agent
Public Facilities Improvement Services	Improving transport safety and order	50M	2023-2024	% of works completed on pavements and modern walk ways construction	40%	Oyugis Municipality/Partner
		2M	2023-2024	% of works completed on Roundabout at the Kosele junction	100%	Oyugis Municipality/Partner
		100M	2023-2024	Km. of Municipal road with bitumen	5	Oyugis Municipality/Partner
		15M	2023-2024	Km of roads maintained	3	Oyugis Municipality/Partner
		320M	2023-2024	Cumm. % of works completed on bypass	20%	Oyugis Municipality/Partner
		10M	2023-2024	Cumm. % of works completed on Road furniture	20%	Oyugis Municipality/Partner
		5M	2023-2024	No. of Boda Boda parking spaces/Shades constructed	1	Oyugis Municipality/Partner
	Households connected to sewer	105M	2023-2024	% of sewerage works at Oyugis connected	10%	Oyugis Municipality/Partner
	Sewerage treatment plant constructed	200M	2023-2024	Proportion of the treatment plant constructed	50%	Oyugis Municipality/Partner
		10M	2023-2024	No of acres acquired for sewerage treatment plant	5	Oyugis Municipality/Partner
12M		2023-2024	Length of pipeline (Km)	10	Oyugis Municipality/Partner	

	Fire Station constructed	2M	2023-2024	Cumm. % of construction works on Oyugis fire station completed	10%	Oyugis Municipality/Partner
	Masogo Municipal market constructed	10M	2023-2024	Cumm. % of construction works on Masogo Municipal market completed	10%	Oyugis Municipality/Partner
	Oyugis Bus Park constructed	200M	2023-2024	Proportion of the Oyugis Bus Park constructed	50%	Oyugis Municipality/Partner
	Land for Oyugis Bus Park availed	10M	2023-2024	No of acres acquired for Oyugis Bus Park	5	Oyugis Municipality/Partner
	Drainage works done	10M	2023-2024	Cumm. % of drainage works completed	20%	Oyugis Municipality/Partner
Programme Name: Housing and Urban Development						
Objective: To improve suitable, conducive and affordable housing conditions in the county						
Sub Program	Key Outcome /output	Cost Estimate	Time frame	Performance indicator	Target	Implementing agent
Housing infrastructure development Services	Smart settlement	20M	2023-2024	No of acres acquired for affordable housing project	5	Oyugis Municipality/Partner
	Improved human settlement environment	20M	2023-2024	Cumm % of informal settlements upgraded (KISIP)	20%	Oyugis Municipality/Partner
Environmental Management Services	Clean Municipality	10M	2023-2024	No of designated and developed dump sites acquired	1	Oyugis Municipality/Partner
		0.5M	2023-2024	No. of Clean up exercises conducted	4	Oyugis Municipality/Partner
		5M	2023-2024	% of works completed Animal holding site	1	Oyugis Municipality/Partner
		14M	2023-2024	No. of waste trucks/skip loaders procured	1	Oyugis Municipality/Partner
		11M	2023-2024	Procurement of skips	20	Oyugis Municipality/Partner
		1.5M	2023-2024	Purchase of coded litter bins	100	Oyugis Municipality/Partner

	Improved recreation	10M	2023-2024	Acres of land acquired for stadium	10	Oyugis Municipality/Partner
	Improved tourism earnings	5M	2023-2024	Proportion of Pelican Bird Sanctuary along Oyugis-Gamba road rehabilitated	100%	Oyugis Municipality/Partner
	Improved sanitation	2.5M	2023-2024	No of toilets Constructed	1	Oyugis Municipality/Partner
	Land for cemetery	10M	2023-2024	Acres of land under cemeteries	2	Oyugis Municipality/Partner
Energy Services	Improve safety and security for road users	7M	2023-2024	No of Street lights installed	25	Oyugis Municipality/Partner
	Increased access to Energy Information and Renewable Energy, Technologies	35M	2023-2024	No. of Energy Information Centre established	1	Oyugis Municipality/Partner
		2M	2023-2024	No. of Youths, Women, PWDs and SMEs enrolled and trained on renewable technologies	300	Oyugis Municipality/Partner
		2M	2023-2024	No. of briquette Manufacturing plant constructed	1	Oyugis Municipality/Partner
		1M	2023-2024	No. of Bio-Digesters installed	3	Oyugis Municipality/Partner
		1M	2023-2024	No. of HHs benefiting from the Clean Cooking stoves	500	Oyugis Municipality/Partner

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, Oyugis 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

The Board of the Municipality 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

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 the Oyugis Municipality IDeP. The table below summarizes the key players, their roles and contribution in the implementation of the Oyugis IDeP 2023-2027.*

Table 1: Institutional arrangements in the implementation of the Oyugis Municipal IDeP

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

8	Other National Government Departments and Agencies at the county	<ul style="list-style-type: none"> Formulating and implementing policies to operationalize Kenya Vision 2030 and other national plans Regulating and monitoring the implementation of plans and policies
9	Development Partners	<ul style="list-style-type: none"> Providing budgetary and extra-budgetary support Providing technical assistance towards formulation, implementation and evaluation of the IDeP Implementing programmes in the IDeP
10	Civil Society Organizations	<ul style="list-style-type: none"> Promoting participatory engagement in and moral responsibility towards implementation of IDeP Implementing programmes in the IDeP
11	Private Sector	<ul style="list-style-type: none"> Providing goods and services Creating enabling conditions for growth and employment
12	Media	<ul style="list-style-type: none"> Relaying, limiting, expanding, and reinterpreting information. Creating and shaping public opinion

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.

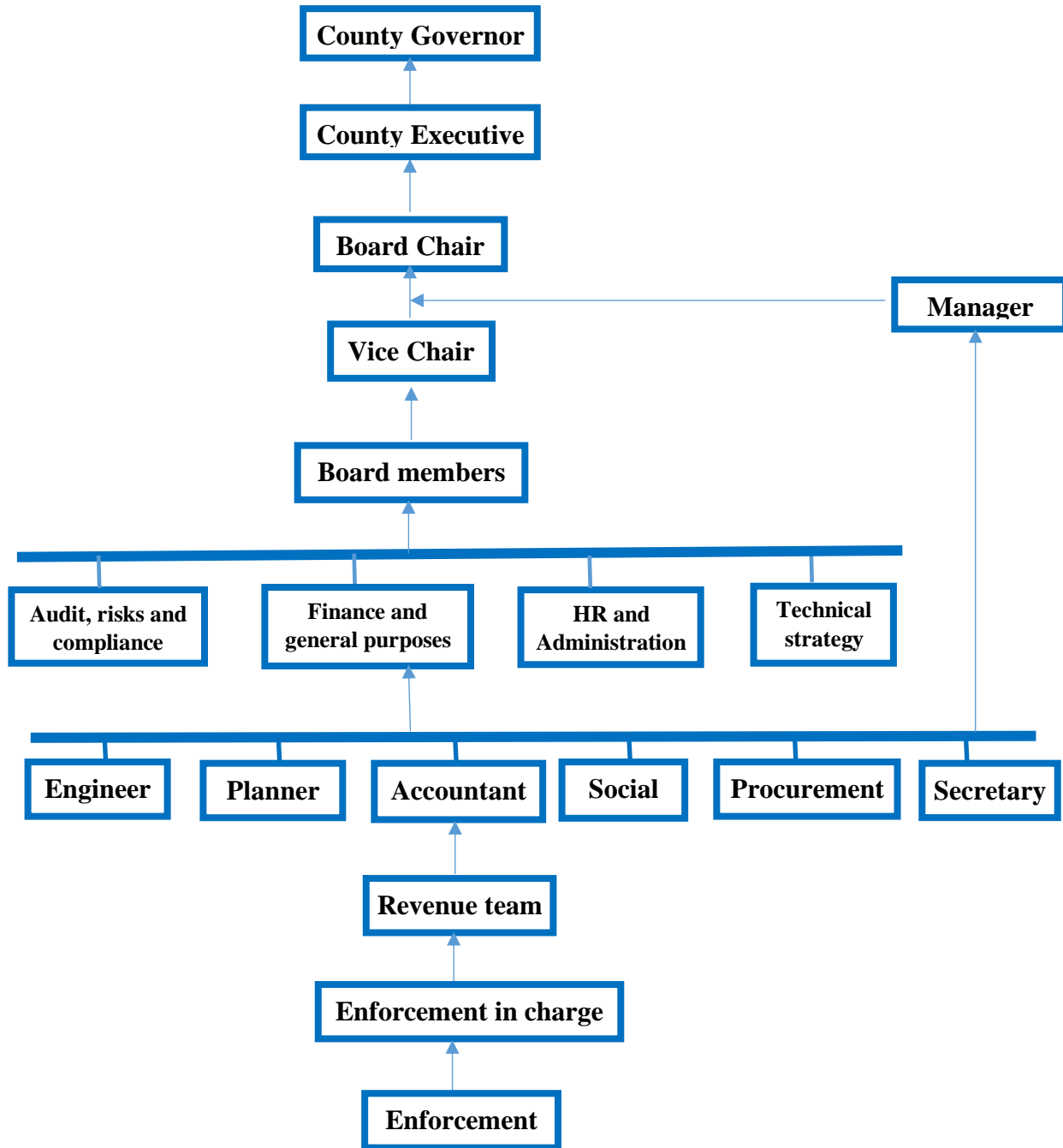
3. Stakeholder Engagement:

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.

5.3 OYUGIS MUNICIPAL ORGANOGRAM

The organizational structure below illustrates the institutional framework for the Oyugis Municipality.

Fig1: Organogram of the Municipality



5.4 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.

The Oyugis Municipal Board adopted a participatory and all-inclusive public participation approach starting from the villages, sub-locations, locations, wards, Sub County, and County initiated by the County government, however the Municipality model reached at the Municipality level. The citizens generated all the documented projects, and their implementation will be monitored and oversighted by project management committees elected by the community.



Figure 1: 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.

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.

5.5 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:

Risk Category	Risk	Risk Implication	Risk Level (Low, Medium, High)	Mitigation Measures
Financial	Inadequate financial resources	Stalled and/or slow implementation of projects Poor service delivery	Medium	<ul style="list-style-type: none"> Enhanced resource mobilisation through collection of own source revenue and support from development partners
	Late Disbursement of Funds	Stalled and/or slow implementation of projects Poor service delivery	Medium	<ul style="list-style-type: none"> Prepare a procurement plan early enough to allow Municipality to prepare financial requisitions. Negotiate contracts with adequate grace period to cover for the delays in fund disbursement.
	Inefficient utilisation of resources	Stalled and/or slow implementation of projects Poor service delivery	Medium	<ul style="list-style-type: none"> Implement the recommendations of the Capacity Assessment and Rationalisation of the Public Service. Ensure full enforcement of existing government assets management frameworks.
	Pending bills	Increase in project cost beyond the budget estimates	Medium	<ul style="list-style-type: none"> Ensure timely implementation of projects so that the municipality is not disadvantaged by time. Ensure proper project design and costing
Process Risk	Ineffective planning and Implementation Process	Bad governance, poor service delivery	Medium	<ul style="list-style-type: none"> Ensure robust public participation for community ownership of government initiatives (projects and programs) Sufficient legal and administrative framework to support government Initiatives

	Ineffective Procurement	Stalled and/or slow implementation of projects Poor service delivery	Medium	<ul style="list-style-type: none"> • Strict adherence to Public Procurement and Disposal Act, 2015 • Adequate Technical support from departments for efficient procurement processes
Organisation	Technical	Poor service delivery	Medium	<ul style="list-style-type: none"> • Recruitment of competent staff • Strengthen departments that carries out design review, procurement support, construction supervision and test run support to control design and construction quality to ensure efficient and effective delivery
	Absorption	Poor service delivery	Medium	<ul style="list-style-type: none"> • Strict adherence to financial procedures and procurement regulations • Staff put on performance contracting and ensure targets set relate to county development plans and policies.
	Inadequate legal Framework	Poor service delivery	Medium	<ul style="list-style-type: none"> • Develop requisite legal and policy framework
	Change Management	Poor information dissemination and action	Medium	<ul style="list-style-type: none"> • Exhaustive disseminate the IDeP to ensure that each of the stakeholders understand their role in contributing towards its implementation and achieving the municipality vision.
Exogenous Risks	Natural calamities (disasters)	Interruption and/or Stalling of government services	Medium	<ul style="list-style-type: none"> • Establish Emergency Fund as per The Public Finance Management Act, 2012 section 110 to mitigate emergencies
	Political risks	Changes in holders of political offices or shift in political economy may derail the programmes and projects. This will delay delivery of the vision of the IDeP in the programmed period.	Medium	<ul style="list-style-type: none"> • Entrench institutionalism in the County Government

5.6 OUTCOME MONITORING AND EVALUATION

The implementers of the projects basically include the National and County governments and the private sector, with the help of development partners. The national government is represented by various institutions including but not limited to ministries, departments, authorities, Semi-Autonomous Government Agencies, and parastatals. The private sector is on the other hand made up of institutions and individuals. NGOs, CBOs and Faith Based Organizations are also potential implementers and financiers of the projects.

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	CEO, Oyugis Municipality
Public Facilities Improvement Services	Increased and equitable access of HH to reliable potable water for domestic and industrial use in rural areas	Proportion of rural HH accessing safe water	0.31	2022	0.45	0.65	CEO, Oyugis Municipality
		Proportion of population accessing water in public institutions	0.2	2022	0.5	0.8	CEO, Oyugis Municipality
		Proportion of non-revenue water	0.7	2022	0.5	0.35	CEO, Oyugis Municipality
		Proportion of Municipal population that are open defecation free (ODF)	0.3	2022	0.4	0.5	CEO, Oyugis Municipality
		Proportion of Urban population with access to sewerage connection	0.05	2022	0.1	0.2	CEO, Oyugis Municipality
Housing infrastructure development Services	Secure, well governed, competitive and sustainable urban areas	% increase of financing through PPP	0	2022	0.2	0.5	CEO, Oyugis Municipality
		Proportion of HHs accessing decent Houses	0	2022	1	1	CEO, Oyugis Municipality
		% increase in revenue from Property rates	0	2022	0.55	1	CEO, Oyugis Municipality
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	CEO, Oyugis Municipality
		Proportion of degraded landscape restored	0.2	2022	0.4	0.65	CEO, Oyugis Municipality
	Clean and safe urban areas	Proportion of Urban areas that are clean and safe	0.3	2022	0.4	0.7	CEO, Oyugis Municipality