



RONGO MUNICIPALITY

STRATEGIC PLAN 2020-2025





For more information contact

The Municipal Manager

Physical Address;

Sub County Headquarters
Rongo - Homabay road

Postal Address;

P.O Box 195- 40400
Suna migori

Tel: +254 –0202690780

E-mail: rngomunicipality@migori.go.ke

Website: www.migori.go.ke

Twitter Handle: @rngomunicipal

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ABBREVIATIONS & ACRONYMS

CBO	Community Based Organization
CECM	County Executive Committee Member
CG	County Government
CSOs	Civil Society Organizations
GOK	Government of Kenya
ICT	Information Communication and Technology
IDEP	Integrated Development plan
IGAs	Income Generating Activities
ISUDP	Integrated Strategic Urban Development Plan
IT	Information Technology
MCA	Member of County Assembly
CGM	County Government of Migori
MIWASCO	Migori Water and Service Company
MOH	Ministry of Health
NGO	Non-Governmental Organization
PESTEL	Political, Economic, Social, Technological, Ecological, Legal Analysis
SDHUD	State Department of Housing and Urban Development
SWOT	Strengths, Weaknesses, Opportunities and Threats
UACA	Urban Areas and Cities Act(No. 13 of 2011)

MESSAGE FROM THE GOVERNOR



I have the honour and pleasure to present this Rongo Municipality Strategic Plan. The plan is a conscious demonstration of the County government of Migori's appreciation for sustainable urban development. It is the first-generation five-year strategic plan for the municipality and comes in time to address the organizational and urban development challenges brought about by the demands for service delivery to the citizens as guided by the provisions of the Kenyan constitution.

The Kenyan constitution 2010, created a devolved system of governance which bore great aspirations for the people of Kenya to achieve for themselves the highest levels of development at the local level. It paved way for the enactment of legislation that effected the decentralization of both political and economic power. This gave rise to among others the legislation of the Urban Areas and Cities Act, 2011.

The formulation of this plan is part of the County integral development process to achieve urban development goals as envisaged in the act. The duty to implement this plan has been vested on the newly institutionalized Rongo Municipality. The plan sets forth a direction to address the development needs for the municipality. It has been informed largely by the Migori County Integrated Development Plan 2018-22, Rongo ISUDP and also the Rongo IDEP to reflect the aspirations of the people of Rongo for a vibrant and prosperous.

Municipality. It has been crafted to specifically provide for the development needs of the residents of the municipality and specifically in a manner that contributes to the overall county socio-economic well-being.

I am delighted to report that this plan has been constituted in adherence to the principle of public participation. The plan hence has embraced effective stakeholder engagement that has led to the prioritization of five key programmes / objectives to deliver the 'Municipality Dream'. These priority areas include Institutional strengthening; Urban infrastructural development; Public health services; Trade, Tourism, Manufacturing and industrial development; and affordable housing and social services. I affirm that we, together shall achieve the dream.

His Excellency, Zachary Okoth Obado.
The Governor, Migori County

MESSAGE FROM THE COUNTY EXECUTIVE COMMITTEE MEMBER



The preparation of the Rongo Municipality Strategic Plan was initiated by the Department of Lands, Housing & Physical Planning, and Migori County within its mandate of preparing plans and policy documents to guide development. This is an important milestone not only for the Department but also for the municipality and the county at large since it will lead to the orderly and sustainable development of the municipality. The Plan is coming at a time when the country is involved in many initiatives to transform into a globally competitive and prosperous nation and when our urban areas and secondary towns are experiencing rapid developments as a result of devolution.

The Plan details the vision that will guide the short-term development of the municipality for a period of 5 years. It aims at achieving an organized, integrated, sustainable and balanced development of the municipality, hence informing the future use and distribution of activities by providing a framework for better spatial organization and linkages between different activities within the urban space. The approach adopted during the preparation of the Plan was highly participatory, collaborative and consultative and brought on board participants from diverse backgrounds. This is not only in conformity with the Constitutional requirements on public participation in policy making but also provides the requisite basis for the implementation of the Plan.

For our county to be globally competitive, we need to balance development across it and promote optimal utilization of land and land-based resources as well as to cultivate a strategic approach to development in order to address the intertwined problems of skewed regional development, unemployment and other human development indicators. Let us all individually and collectively commit ourselves to the realization of the development policies and strategies contained herein and continue together in order to realize our shared vision of a prosperous and vibrant county.

Hon. Elijah Odhiambo
County Executive Committee Member
Department of Lands, Housing and Physical Planning
County Government of Migori

FORWARD



The preparation of the 1st Strategic Plan 2020-2025 is a journey I am proud to have been part of. I am pleased to note that this strategic plan is aligned to the very tenets of our county's development aspirations and to our vision to be a world class Municipal Government in the provision of vital local services.

This strategic Plan underlines the Municipality's commitment to work with all the stakeholders and continue on its path towards good governance. We have taken into considerations the harsh realities in our current operating environment and the opportunities that the future presents in a globally competitive environment.

The strategic plan comprises five cross-cutting strategic goals designed to focus the Municipality's community on achieving its mission and vision. The strategic goals are visionary and are meant to be accomplished over the next five years. Detailed mission-level priorities and tactics, reviewed and revised every year, are meant to help the Municipality incrementally achieve its strategic goals.

Our aim is to enrich the living standards and wellbeing of our people and to help them unleash livelihood possibilities and to flourish in their social life and distinctively build a strong and visible community of the Municipality. To this end, we shall continue to foster partnerships with the local and global communities to promote quality in service delivery, entrepreneurship, innovations development and strategic partnerships and promote an institutional culture that values inclusivity in line with our unique value proposition.

The greatness of the Municipality is its people. I have faith that we shall continue to lead with excellence if the community and our partners remain united and committed to our plans.

Millicent Marera
Chairperson
Rongo Municipal Board-Migori County

ACKNOWLEDGMENTS FROM THE MUNICIPAL MANAGER



The strategic plan and the process that developed it has provided the Municipality of Rongo with an opportunity to more clearly define the business and objective the municipality is in, to clarify strategic intent and to establish priorities for municipal investment.

It has also helped as Board and staff engage colleagues, partners and other stakeholders in constructive debate about the kind of community and local government we want for Rongo- how we can work better together.

The Strategic plan provides Board and staff with common focus, priorities, outcomes and strategies to be pursued over the term of the plan. It establishes a commitment from the municipal board to its stakeholders- clarifying priorities and related expectations.

The municipality will develop budget alignment strategies and accountability mechanisms that ensure adequate resourcing and follow through with this strategic plan.

Every year, we will report on progress to the community through the annual report. Every year we shall also review and update the strategies and initiative identified in the plan.

Larry N. Jobando
Manager-Rongo Municipality and Secretary
Rongo Municipal Board

STRATEGIC PLANNING TEAM



The Rongo Municipality Strategic Planning Team at a workshop held at Blue Ridge Hotel, Mbita Rusinga on –3rd July 2020

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND

1.1 Profile of Rongo Municipality

Rongo Municipality is one of the Municipalities of Migori County. It is situated along the Kisii-Sirare route at the junction to Homa Bay and Riosiri and is bordered by major urban areas such as Homabay 32.4km NW, Migori Municipality 36km SW, Kisii 21km NE and Oyugi 32.8km NE. The Municipality is served externally by three major roads: Kisii-Rongo-Migori Highway, Rongo –Homabay and Rongo-Riosiri Road. Internally, the municipality has a fairly well maintained road network within the core-urban but poor roads in the peripheral areas.

1.2 Population Size and Distribution

According to the Population Census and Household Survey (2019), Rongo Municipality has a population of 81,968 people, which is projected to grow as below:

Table 1: Rongo Municipality Population projections

	Region	2019	2021	2023	2025
Rongo	Urban	32,216	35,518	39,159	43,173
	Peri-urban	49,752	54,852	60,474	66,672
Total		81,968	90,370	99,633	109,845

Topography

Rongo Municipality covers an area of approximately 43.39Km² including Okusu which is a major growth node as the Rongo University is located here. Its altitude ranges from 1470m to 1600m above the sea level. The lowest parts of the Municipality include Kabuoro and Opapo while the upper most parts include North Kanyajuok and Koderobara. The main rivers in the Municipality includes; River Kuja, Misadhi, Khichuri, Kira, Olando, Odundu (Nyasore) and Nyamador which provide water for commercial and domestic purposes in the major urban centres within the Municipality.

Climate

Rongo Municipality experiences rainfall patterns varying from 900mm to 1800mm per year, with short rains occurring between October and December while the long rains fall during March and May. Due to its location, the Municipality's climate is affected by both Lake Victoria and Kisii highlands. The annual average temperatures are 20.60C.

The temperature shows a minimum of 170c and a maximum of 200c with high humidity and a potential evaporation of 1800 to 2000mm per year. The climate is mild inland equatorial type modified by a relief altitude and proximity to the lake. It favors the cultivation of sugarcane which is the Municipalities main industrial crop. Food crops grown are maize, with a variety of fruits like avocado and pawpaw.

1.3 Infrastructure

Rongo Municipality infrastructure comprises the road network, telecommunication, water, education facilities, health facilities, power supply, markets, housing, solid waste management, and drainage system. Rongo Municipality does not have any rail network nor airstrip.

The Municipality is well served with a road network that covers most areas which hence are accessible during both dry and wet seasons. These roads are unevenly distributed, with a concentration in the central part. The municipality is served by public postal services and private courier service providers. Most of the areas in the municipality are covered by mobile phone network with the coverage being 99 per cent. Most of the community members rely on radio, television and newspapers as the major sources of information.

In terms of water supply, River Misadhi is the main source of water supply and is distributed by MIWASCO, plans are underway to establish a water and sanitation provider for the municipality with most people using shallow wells and a few establishments have drilled boreholes. There is no sewerage system in Rongo Municipality. Currently, the residents rely on septic tanks and pit latrines.

The main source of energy for cooking by households in Rongo Municipality is wood fuel, charcoal and gas fuel. Most of the households in the Municipality are connected to electricity. Major public and private institutions in the municipality are connected to the national grid. However, the major challenge occasional black-outs. All the trading centers in Rongo Municipality are agricultural centres which include Riosiri, Okusu, Rakwaro, Ngere, Nyamuga, and Opapo. These centres have specified market days per week for trading. On housing, Rongo Municipality is developed in a mixed development approach. It has no clear categorization such as up- market and medium or low class housing. There are no housing schemes except for a few police houses in the administrative area. The major disasters in Rongo are fires. Cases of school fires have been reported in the past, with proposals to increase the number of disaster management equipments and personnel.

The Solid Waste Management in Rongo Municipality is handled through the County Government of Migori. The Municipality provides dust bins and trucks for collection and disposal of refuse in designated areas. In some residential areas, composting is done within the compounds, some are burnt. General outdoor dumping is practiced in many areas especially in back streets, in low income areas and in general open spaces. Plastics are also dumped all over making the sites difficult to clear. The municipality lacks a solid waste landfill.

Rongo Municipality has high potential to tap in on the trade and tourism sectors given the growing population and the Rongo university student population. The diverse cultures and heritage among the residents is a great advantage to advancement of Rongo Municipality. Social services such as schools, hospitals, shops and public transport are needed at an early stage in the life of new communities. The table below shows the various facilities and is indicative of areas that are in need:

Table 2: Amenities within the Municipality

No	Amenity	Number of units
1	Primary schools	14
2	Secondary schools	10
3	Tertiary colleges	3
4	Universities	1
5	University teaching centers	1
6	Polytechnics	1
7	Public parks	0
8	Prisons	0
9	Museums	0
10	Roads	150KMs
11	Markets	4
12	Historical monuments	0
13	Health facilities	4
14	Cemetery	0
15	Libraries	0
16	Recreational facilities	0
17	Stadia	0
18	Social halls	0
19	Public Libraries	0
20	Solid Waste landfill	0



Rongo University is a leading University located in Migori County, 11 kilometers from Rongo Town.

1.4 Governance and Management Structure

1.4.1 Background of the Rongo Municipal Board

It is based on the above background information that in the year 2018, through a County Assembly resolution, the Migori County Governor conferred the status of a Municipality to Rongo town by granting it a municipal charter. On the 20th March 2020 This charter was officially gazetted in the Kenya Government Gazette Notice Vol. CXXII—No. 50. This culminated in the establishment of the first Rongo municipality board and recruitment of the first municipal manager as the very fundamental aspects to institutionalize the municipality of Rongo. The charter outlines the functions of the board as follows:

1.4.2 Functions of the Rongo Municipal Board

That pursuant to Article 184 of the Constitution of Kenya, section 48 (1) (a) of the County Governments Act, 2012, sections 9 (1) and 20 of the Urban Areas and Cities (Amendment) Act, 2019 and section 6 of the Migori Municipal Charter, the Governor, Migori County transferred the under listed functions to the Municipal Board of Rongo—

- (a) Oversee the affairs of Rongo Municipality;
- (b) Develop and adopt policies, plans, strategies and programmes, and set targets for delivery of services;
- (c) Formulate and implement integrated development plan;

- (d) Maintain a comprehensive database and information system of the administration and provide public access thereto upon payment of a nominal fee to be determined by the board;
- (e) Administer and regulate its internal affairs;
- (f) Implement applicable national and county legislation;
- (g) Enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions as required under the law;
- (h) Monitor and, where appropriate, regulate municipal services where those services are provided by service providers other than the board of the municipality;
- (I) Prepare its budget for approval by the county executive committee and administer the budget as approved;
- (j) Monitor the impact and effectiveness of any services, policies, programmes or plans;
- (k) Establish, implement and monitor performance management systems;
- (l) Facilitate and regulate public transport;
- (m) Promote a safe and healthy environment; and
- (n) Perform such other functions as may be delegated by the county government or as may be provided for by any written law. The transfer of the above functions took effect immediately.

1.4.3 Powers of board

- (l) Subject to the Constitution and any other written law, the board of a city or municipality shall, within its area of jurisdiction—
 - (a) Exercise executive authority as delegated by the county executive;
 - (b) Ensure provision of services to its residents;
 - (c) Impose such fees, levies and charges as may be authorized by the county government for delivery of services by the municipality or the city;
 - (d) Promote constitutional values and principles;
 - (e) Ensure the implementation and compliance with policies formulated by both the national and county government;

- (f) Make bye-laws or make recommendations for issues to be included in bye-laws;
- (g) Ensure participation of the residents in decision making, its activities and programmes in accordance with the Schedule to the Act; and
- (h) Exercise such other powers as may be delegated by the county executive committee. No. 13 of 2011 [Rev. 2012] Urban Areas and Cities [Issue 1] 14(2) Notwithstanding any other provision in the Act, the board of a city or municipality shall exercise such executive authority as may be delegated by the county executive committee for the necessary performance of its functions under the Act.

The management of Rongo municipality is vested in the county government of Migori and administered on its behalf by

- a) a board constituted in accordance with section 14 of Urban Areas And Cities Amendment No. 3 of 2019
- b) a manager appointed pursuant to section 28 of the Urban Areas and Cities Act No. 13 of 2011
- c) such other staff or officers as the county public service may determine.

Rongo municipality board consists of 9 members appointed by the county governor with the approval of the county assembly every 5 years. Rongo municipality shall hold its ordinary meetings to transact the business of the board once every three months. The chairperson may and upon request in writing by at least one third of the board members shall also convene a special meeting to transact urgent businesses of the board.

The Rongo Municipality is governed by a Board of Management, which is elected every three years and meets three times a year. Directly under it is a Municipal Manager who doubles up as the Secretary to the Board and is the overall in-charge of the operations of the Municipality. A detailed organogram is shared in figure 1 below.

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graph TD
    MB[Municipal Board] --> MM[Municipal Manager]
    MM --> FE[Finance, Economic Planning, Human Resource and ICT Office]
    MM --> LA[Legal Affairs, Enforcement, Monitoring, Evaluation and Reporting Office]
    MM --> P[Programmes Office]
    FE --> IA[Internal Auditor]
    FE --> MA[Municipal Accountant]
    FE --> PO[Procurement Officer]
    FE --> HO[HR. Officer]
    MA --> RO[Revenue Officer]
    PO --> REC[Records Officer]
    PO --> ICT[ICT Officer]
    P --> LUP[Land, Urban Planning and Infrastructure Development]
    P --> SDPEM[Social Development, Public Health, Environment and Disaster Management]
    LUP --> MEng[Municipal Engineer]
    LUP --> MPlanner[Municipal Planner]
    MEng --> WO[Works Officer]
    MEng --> TI[Transport Inspector]
    MPlanner --> SGR[1. Survey, GIS, Valuation and Rating Expert  
2. Development control Building inspector]
    SDPEM --> LO[Legal Officer]
    SDPEM --> EO[Enforcement Officer]
    SDPEM --> CAPP[Court Adjudicator/Prosecutor]
    SDPEM --> EOFF[Environment Officer]
    SDPEM --> DMDO[Disaster Management Officer]
    SDPEM --> PHO[Public Health Officer]
    SDPEM --> SDO[Social Development Officer]
  
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The organizational chart of the Municipality of Kigali, Rwanda, is structured as follows:

- Municipal Board**
 - Municipal Manager**
 - Finance, Economic Planning, Human Resource and ICT Office**
 - Internal Auditor
 - Municipal Accountant
 - Revenue Officer
 - Procurement Officer
 - Records Officer
 - ICT Officer
 - HR. Officer
 - Legal Affairs, Enforcement, Monitoring, Evaluation and Reporting Office**
 - Legal Officer
 - Enforcement Officer
 - Court Adjudicator/Prosecutor
 - Programmes Office**
 - Land, Urban Planning and Infrastructure Development**
 - Municipal Engineer**
 - Works Officer
 - Transport Inspector
 - Municipal Planner**
 - 1. Survey, GIS, Valuation and Rating Expert
 - 2. Development control Building inspector
 - Social Development, Public Health, Environment and Disaster Management**
 - Environment Officer
 - Disaster Management Officer
 - Public Health Officer
 - Social Development Officer

CHAPTER 2

2.0 THE STRATEGIC PLANNING CONTEXT

The Rongo Municipality Strategic Plan has incorporated goals, objectives, strategies and programme activities that are responsive to the needs of its people for the next five years. The issues considered and informing the development of this strategic plan were discussed with stakeholders including the Municipal management Board and executive staff and were drawn from the afore mentioned previous and current interactions with residents.

2.1 Vision

To be a secure, competitive and well-governed municipality with efficient service delivery and attractive opportunities for the benefit of its residents and investors

2.2 Mission

To offer effective and efficient governance that works for, and with the people of Rongo and beyond.

2.3 Core Values

Rongo Municipality is committed to the following core values

- Integrity
- Transparency
- Inclusivity
- Professionalism

2.4 Goals

The strategic plan has 5 goals as listed below

- Goal 1:** Ensure effective and efficient infrastructure development and management
- Goal 2:** To promote institutional strengthening of Rongo Municipality
- Goal 3:** To promote and sustain a 24-hour economy in Rongo Municipality
- Goal 4:** To promote quality healthcare among residents of Rongo Municipality
- Goal 5:** To ensure affordable housing and prevention of mushrooming of slums in the Municipality
- Goal 6:** To promote Partnerships and networking

2.5 CONTEXT ANALYSIS OF THE EXTERNAL AND INTERNAL ENVIRONMENT

2.5.1 External Environmental Scan

The external environment explores and offers opportunities and threats within Rongo Municipality. These include political, economic, socio-cultural, technological, environmental and legal contexts. Opportunities and threats offer pathways towards responding to current and emerging issues within the municipality.

Table 3 illustrates key areas of assessment of the Municipality's strategic factors that are likely to impinge on its mission.

PESTEL	FACTOR	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
Political	Change in political leadership	- Change in government priorities that may affect operations of the Municipality - Delayed implementation of project	- Municipality to adjust with the changes - Lobby for regulations for UACA
	New Urban Agenda	New Urban Agenda has the potential to focus urban effort and facilitate the achievement of significant progress on Urban Areas and Cities. It has also raised public expectation. The fact that the municipality board has been given leadership role in the implementation of the Urban Areas and Cities Act as a major impact on its strategic plan.	Municipality to implement the new urban agenda
	Governance and Corruption	The perception and high corruption of poor governance and high corruption in the management of public affairs presents a credibility gap and poor image for public institutions this must be addressed if municipalities are to earn the much needed public confidence	Municipality to improve on its governance and curb corruption

Economic	High public debt	- Increased interest rate - Reduced funds	- Enhanced revenue generation - Own revenue generation
	Fluctuating foreign exchange	Increased borrowing costs	Borrow locally
	Growing public private partnership forces	There is growing realization within public and private sector of the significant opportunities that exist if these sectors work together for mutual benefit and for the development of the municipality.	Develop public private partnership
	Unpredictable local economic environment	Poor local economic environment that include intermittent high inflation rate, high energy cost and poor infrastructure provides a weak basis for good economic planning. Disruption of economic activities due to Covid-19 Pandemic are some of the problems experienced at now	Adjust to the prevailing economic situations
Social	High population growth	Increased pressure on available services	- Enhance provision of services - Partner with other service providers

	Disease prevalence	• High prevalence of diseases such as Covid-19, HIV/AIDS and Malaria continue to have a toll on the productive members of the Municipality while consuming large amount of resources which could be used for developing the municipality.	• Mitigate on post pandemic lapses
Technological	Advancement in technology	• Automation of services • High cost of technology	• Mobilize resources for installation of the requisite infrastructure • Partnering with stakeholders
Environmental	Climatic changes	• Threat to food security • Affects infrastructure and re-Afforestation	• Contingency planning • Embrace modern farming methods
Legal	UACA, 2011 Revised 2019	• Gap in conflicting interpretation	• Harmonization of the Act • Seek advisory opinion from AG's office

In Rongo Municipality, the major challenges to sustained economic growth are poor infrastructure, insecurity related to high levels of crime, rampant unemployment, poverty and unsustainable external & internal debt. Economic factors such as interest rates, inflation and general economic growth are being monitored for effective implementation of the mandate of Rongo Municipality.

The situation of youth vulnerability is of concern, the municipality has a high youth population trickling in daily from neighboring environs to do business in the informal sector. Many of the young people work in the transport sector as touts, *boda boda* operators and managing of the bus stops; others are involved in hawking goods on the streets of the town and within the *jua kali* industry.

Table 3(b): Summary of opportunities and threats

Opportunities	Threats
• Rongo Municipality is in a strategic location between Homabay, Kisii and Migori counties • Favourable climatic conditions • Fertile land for agriculture • Existence of clean and safe water catchment • Existence of Rongo University and other institutions of higher learning • Cordial relationship between the Board and residents • Affordable cost of construction • Availability of skills for the labour market • Establishing good relationship between the county assembly and the executive arm of the county government • County Government's mandate to comply in implementation of the National Urban Development Policy. • Renewed focus on public private partnership can be used to foster, buy-in into vision 2030 and other development initiatives. • Globalization making it possible to borrow best practices from across the world assuringly stay attuned to the dynamics of the outside world • More educated and aware population	• Insecurity • Unpredictable political environment • Changes in weather conditions • Rapid urbanization leading to population growth • Reliance on donor funding • High public debt • Changing legal environment • Political interference • Managing political challenges and expectations • Lack of implementation of National Urban Development (NUD) policy • Adverse and unpredictable international economic forces that lead to global financial crisis. • Perception that the current vision 2030 can be used by politicians as a propaganda for re-election. • Relative uncertain political environment arising from the Building Bridges Initiatives (BBI) • High levels of poverty that could undermine the Municipalities credibility and leads to apathy towards municipality's development initiatives.

2.5.2 Internal Environmental Scan

This focuses on the institutional strengths and weaknesses of Rongo Municipality. The areas of focus include governance structures and leadership, staff numbers and competencies in terms of knowledge and skills, shared goals and values, strategies, infrastructure and equipment as well as the resources to operationalize the strategic plan. Table 4 below shows the identified key strengths and weaknesses in the municipality.

Table 4: Strengths and weaknesses

Strengths	Weaknesses
✓ Governance structure in place. ✓ Pioneer Board to set the agenda for Municipality ✓ Established strategies ✓ Existence of By – Laws ✓ Good transport connectivity ✓ Availability of legal and policy frameworks to guide County and Municipality ✓ Existence of development partners. ✓ Acknowledgement of Vision 2030 and national urban development policy as an excellent frame. ✓ Goodwill from development partners ✓ Strong media contacts	✓ Inadequate staff numbers/composition. ✓ Low level of income generating activities. ✓ Lack of ICT infrastructure ✓ Inadequate social infrastructure ✓ Lack of Land Management Information System ✓ Poor motivation for Municipal Board members ✓ Inadequate financial resources ✓ Inadequate office space and equipment ✓ Irregular allocation of public land ✓ Low budget allocation ✓ Existence of Illegal buildings and structures ✓ Poor perception of delegated Municipal functions. ✓ Lack of coordination of county government activities between municipal board and Sub-county. ✓ Limited use of ICT options

2.5.3 Stakeholder Analysis

Rongo Municipality a number of stakeholders that they work with these stakeholders are key to the implementation of this Strategic plan. The stakeholder analysis is presented in the table 5 below:

Stakeholder	Area of interest	How to satisfy stakeholder interest
CEC	Policy formulation	- Timely response - Frequent consultations - Implementation of the delegated functions - Prudent utilization of the allocated funds - Implementation of the Plan
	Formation of Laws	
	Adoption of national Urban Development Policy among others	
	Delegation of functions to Municipality	
	- Budgeting and allocation of funds as per the PFMA - Preparation of plans as per CGA, 2012	
	Implementation of UACA, CGA and PFMA.	- Effective and efficient service delivery - Dispute resolution - Consultation and involvement in arbitration
County Assembly	- Policy and laws formulation - Enactment of laws - Oversight - Representation - Budgeting and allocation of funds - Adequate funding	- Timely preparation of budget estimates - Implementation of the policies and laws - Effective service delivery - Task the respective MCAs to advocate for the interest of the Board and Municipality - Efficient utilization of the allocated funds
County Public Service Board	Recruitment of municipal staff	- Deployment - Supervision of the staff - Capacity building /training
Religious Institutions	Spiritual nourishment, lobbying for funds, supporting educational activities within the municipality	Partnering for dissemination of information
Educational Institutions	Imparting knowledge & skills (capacity building	Partnership



Judiciary	▪ Arbitration ▪ Interpretation of laws ▪ Adjudication	▪ Adherence to the rule of law ▪ Enforcement of laws
Council of Governors	▪ Organizing municipalities forums	▪ Participate in the municipalities forums
Development partners	▪ Support the municipality in the implementation of development projects and programs. ▪ Timely disbursement of promised resources. ▪ Provision of technical assistance and capacity building. ▪ Understanding and responsiveness of municipality challenges, needs and expectations. ▪ Effective collaboration synergy building. ▪ Consistence and commitments.	▪ Provide timely reports and reviews. ▪ Effective and efficient resource utilization. ▪ Achievement of project goals and outcomes. ▪ Adherence to project regulations and philosophies. ▪ Plan project sustainability ▪ Practice the principals of good governance. ▪ Continuous monitoring and evaluation. ▪ Practice good governance.
Staff	▪ Provide necessary manpower and human. ▪ Resource capacity. ▪ Commitment and productivity. ▪ Portray the right image of the municipality. ▪ Adherence to policies, rules, regulations of the Municipality. ▪ Provide effective and efficient service to partners and stakeholders.	▪ Commitment to their work. ▪ Conducive work environment where individuals are trusted, respected and appreciated. ▪ Favorable terms and conditions of service. ▪ Training and development. ▪ Fair appraisal. ▪ Reward/incentive system.

Public	▪ Providing resident support to municipal policies and initiatives. ▪ Participating in residents' development projects and decision making. ▪ Participate in project monitoring and evaluation.	▪ Practice participatory planning and management practices. ▪ Understanding of their needs and expectations and plan for them. ▪ Initiating sustainable projects for poverty reduction. ▪ Achieving project outcomes. ▪ Successful implementation of the National Urban Development Policy.
Private partners	▪ Partner in the implementation of development projects and programs. ▪ Partner with the municipality in determining the policy agenda. ▪ Increase municipal investment. ▪ Improved governance and institutional capacity.	▪ Involvement in the planning process. ▪ Sustainable investment policies. ▪ Provision of reliable information on development indicators. ▪ Effective and efficient service delivery. ▪ Maintain stable micro economic policies. ▪ Practice principals of good governance.
Political leadership	▪ Provide measures of good governance. ▪ Promotion of good image and reputation. ▪ Provide strategic direction and leadership. ▪ Formulation of relevant policies. ▪ Facilitate resource mobilization.	▪ To develop strong institutional capacity that enhances service delivery and achievement of development goals. ▪ Adherence to rules and regulations of the government. ▪ Development and tracking of policies. ▪ Advisory/policy services on the economy.
Judiciary	▪ Provide support in legal matters affecting policy formulation and planning.	▪ Abide by the law to minimize risk and exposure of municipal to legal tussles. ▪ Propose new/changes to the law to make the economy competitive and to ensure best practices.

2.5.4 Risk Analysis

Rongo Municipality identified the following potential risks which, if not mitigated appropriately, could slow down the implementation of this Strategic plan. The anticipated risks are categorized as either low, medium or high.

Table 6: Risk Analysis

Risk category	Potential Risks	Mitigation factors	Level of risk (H/M/L)
Organizational and strategic risks	- High turnover of skilled staff - Absence of teamwork and result oriented culture - Absence of performance management structures	- Capacity strengthening to address skills gap, attract and retain qualified staff - Staff motivation through incentives - Enhanced rotation of duties - Team building for staff and Board	High
Administrative risks	Inability to synchronize the disbursed funds with the procurement plans	Adherence to the procurement plan	High
	Poorly designed Organogram	Well-structured Organogram	Medium
	Poor visioning	Formulate a clear vision statement	Medium
Financial and fiscal risks	Delayed and/or inadequate funding	Program based appropriation/ allocation	High
	Uncontrolled recurrent expenditure	Optimum resource mobilization and expenditure rationalization	High
	- Fiscal indiscipline - Wrong investment decisions		High
Technological risks	- High cost of technology - Slow integration of ICT - Lack of ICT	- Establish and strengthen partnerships - User sensitization and capacity building - Investment in secure	Medium

	infrastructure • High rate of technological change • Information insecurity	platforms/infrastructure • Proper management of log-in credentials	
Political risks	• Political instability • Change of political environment	• Adapting to the changing political scenarios • Remaining neutral or apolitical	High Medium
Economic risks	• Economic depression • Lack of large-scale industries and enterprises • Unemployment	• Establishment of Economic stimulus program • Develop attractive investment policies • Promote and establish SMEs	Medium Medium High

2.5.5 Institutional Analysis

Rongo Municipality has a lean governance structure. This can provide for an efficient monitoring, reporting and evaluation mechanism in its operations. Its Organogram is anchored on a strong statutory framework providing for the independence of the municipality with a clear mandate from the Urban Areas and Cities act. The initial lean governance structure will help in cutting some of the costs to operationalize the Municipality.

The programmes to be implemented by Rongo Municipality will be dependent on available infrastructure, equipment, vital materials, supplies and equipment to ensure the safety and reliable recovery during disasters is in place. To be effective in this role, sourcing for Staff, Finances and Equipment is vital.

CHAPTER 3

3.0 STRATEGIC FOCUS

The Strategic Plan focuses on five goals and respective strategic objectives which were identified during stakeholder consultation processes. Under each goal has a programmes that will be implemented within the 5 year strategic period and ensure the strategic objectives are met.

Goal 1: Ensure effective and efficient infrastructure development and management

This goal envisages increasing infrastructure within the municipality which will in turn support the drive of the development agenda of the municipality. The causes and severity of poverty among the residents largely perpetuated by lack of physical infrastructure in some zones, poorly managed infrastructure in others and an overall imbalance in use of existing infrastructure.

The key programme driving this goal is **Infrastructure development and management**

This goal has 3 strategic objectives:

1. To improve infrastructural and utility services for Rongo Municipality by 2025
2. To mobilize resources for recurrent and development expenditures in Rongo Municipality by 2025
3. To strengthen the capacity of the Board and staff of Rongo Municipality by 2025

Goal 2: To promote institutional strengthening of Rongo Municipality

One of the key outlooks on this objective is to increase the efficiency and effectiveness of the municipality. The Board will take on a more strategic role in supporting the municipality and creating its visibility not only physically but also virtually. The Board is composed of skilled professionals who can enable Rongo municipality take advantage of its strategic location to scale up its impact over the next five years. Towards this, capacity building and exposure will take precedence.

Staff need to be recruited to work in tandem with the Board and the residents, will therefore be critical as the municipality structures itself to ensure the correct skilled personnel are put in place to ensure an efficient and effective management system is in place. Regular training of staff will be a necessary component of this strategy.

The key programme driving this goal is **Institutional strengthening**

This goal has 2 strategic objectives:

1. To recruit and deploy staff of the Municipality by Dec. 2023
2. To strengthen the capacity of the Board and staff in organizational processes by Dec. 2025

Goal 3: To promote and sustain a 24-hour economy in Rongo Municipality

This goal envisages increasing manufacturing through industrial development and trade. This goal also looks at building tourism as a key sector of the municipality's economy. Manufacturing is one of the Big Four Agendas in the country and is expected to increase the nation's GDP. Manufacturing is the process of converting raw materials, components or parts into finished goods that meet a customer's expectations or specifications. Manufactured goods are necessary for trade. If the goods are meant for export, manufacturing the goods before exporting increases the value. Once the manufacturing industry grows progressively there will be a similar positive effect on the municipalities overall economic growth.

The key programme driving this goal is **Manufacturing, Industrial development, Trade and Tourism**

This goal has 1 strategic objective:

- I. To set up an SME/industrial park in Rongo Municipality by 2025

Goal 4: To promote quality healthcare among residents of Rongo Municipality

Health Care is critical for all populations within the municipality, universal health care has become a policy priority at county, national and global level. The goal is to ensure that every citizen has access to quality healthcare services that they need without getting into financial difficulties or, worse, pushed into poverty. Moving towards a functioning healthcare requires strengthening health systems. That covers all residents with the required health services. The poor are often unable to obtain many of the services they need, and even the rich may be exposed to financial hardship in the event of severe or long-term illness. Improving health service coverage and health outcomes depends on the availability, accessibility, and capacity of health workers to deliver quality people-centered integrated care. Investments in quality primary health care will be the cornerstone for achieving efficient health care.

The key programme driving this goal is **Health services**

This goal has 1 strategic objective:

- I. To improve Environmental management and Public Health services by 2025

Goal 5: To ensure affordable housing and prevention of mushrooming of slums in the Municipality

The housing problem has majorly been linked to the problem of land acquisition, low individual income, high cost of building materials and lack of use of cheap alternative building materials. Housing accounts for a large portion of a country's wealth and which households spend a substantial amount of their income. Access to affordable housing of high quality will have an extreme impact on both individual homes and the communities in Rongo municipality.

The provision of planned affordable housing within the municipality will stimulate the economy and reduce insecurity. Encouraging the private investors to enter the housing sector and provide the sector with tools which will ensure success will be paramount. Rongo municipality has a housing challenge resulting majorly from its lucrative location as a trading center that has attracted a large youthful population, this coupled with the low purchasing power of the residents working in the informal sector means that the demand for informal housing is high. The quality of life in the slums is unacceptable and not conducive for holistic growth.

The key programme driving this goal is **Affordable Housing**

This goal has 2 strategic objectives:

1. To set up and sustain functional social housing or public housing subsidies by 2022
2. To establish Informal Settlements Improvement programmes

Goal 6: To promote Partnerships and networking

Public private partnerships and networking are a paramount aspect of ensuring the success of this strategic plan. To enable this effectively happen the municipality will partner with the relevant county offices to seek out national and international partners. Likewise the municipality will work in partnership with NGOs, communities and private sector institutions at the local level. These partnerships are expected to increase the range of support to residents by building on the municipality's strengths.

There are three key programme driving this goal, namely **Joint venture agreements, Conducting feasibility studies and Preparation of proposals.**

This goal has 1 strategic objective:

- I To enter into partnership with stakeholders in delivery of services within the municipality by 2025

3.1 IMPLEMENTATION FRAMEWORK MATRIX AND BUDGET ESTIMATE

PROGRAMME 1: INFRASTRUCTURE DEVELOPMENT												
PROJECT	OBJECTIVE	EXPECTED OUTCOME	PERFORMANCE INDICATORS	IMPLEMENTING AGENCIES	TIME-FRAME	SOURCES OF FUNDS	INDICATIVE BUDGET IN MILLIONS (KSHS)					
							TO	20/21	21/22	22/23	23/24	24/25
Upgrading of urban roads to bitumen standards	-To increase efficiency in urban transport -fast response to emergency issues	-15km of roads constructed under national urban improvement project	3 Kms of roads constructed Annually	-KERRA -CGM -RMB -KURA	5years	-GOK -Development partners -MCG	750	150	150	150	150	150
Opening up of new roads	-To increase connectivity	-20Km of roads	4 Km roads opened annually	KERRA -CGM -RMB -KURA	5 years	-Gok -CGM RMB	200	40	40	40	40	40
Maintenance of urban roads	-Increased connectivity - reduce vehicle maintenance cost -productivity	periodic and routine maintenance of all roads	No. of km maintained	-KURA -KERRA -RMB	1 month	-MCG -RMB	50	10	10	10	10	10

Urban Road Safety Network	-to improve road safety. -avoid accidents through awareness	-Reduced motor cycle and matatu accidents	30% annual reduction of motor cycle and matatu accidents.	-NTSA -Traffic Police -RMB	Continuous	-GOK, MCG -RMB, ST. JOHNS, - RONGO NG-CDF	25	5	5	5	5	5
Rural-Urban linkages and development	Link rural municipal markets	Linked rural municipal markets	16 Kms of roads construction	-CGM -RMB	Continuous	-MCG -RMB	8	1.6	1.6	1.6	1.6	1.6
Municipal transport infrastructure	- To improve mobility access, parking and security	-Terminal infrastructure facilities development -Streets to bitumen standards -Street light development - development of designated car parks	2 terminal facilities of ½ km of streets tarmacked -16 street lights development 100 vehicle capacity designated car parks.	-SDHUD -NEMA -PW -CG -RMB	5	-G.O. K -C. G - Development partners	200	50	50	50	50	50

Municipal solid waste management infrastructure	To improve living environment and health to the resident	-Solid waste facilities and connection network development -Transfer stations establishment -Dumping site established - waste bins procured -Solid waste transport equipment	Solid waste facilities transport station established solid waste link road establishment - Dumping site in place -Waste bins in place	-SDHUD -NEMA -RMG	5	-GOK -MCG - Development Partners	100	60	10	10	10	10	10
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Municipal water and sewerages infrastructure	To improve level of service for municipal water and sewerages	-Rongo water and sewerage company established -water treatment facility establishment -Sewerages facilities development -sewerages collection network development	-water and sewerages company in place -2 water treatment facility in place -43km2 of water distribution network -1 sewerages treatment facility - 21/2km of sewerages collection network	-SDHUD -PW -NEMA -RMB	5	-GOK - Development partners -RMB	10 00	500	200	100	100	100
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Municipal disaster and safety management	To enhance municipal management and safety	-Rongo municipal fire station established -fire fighters trained -fire engine and stimulators purchased	-Fire station in place -Fire engine in place -Fire fighters in place	-SDHUD -PW -RMB		-GOK -MCG - Development partners	800	400	100	100	100	100
Security reclaimed municipal space redevelopment	-To secure riparian reserves and develop them for recreation	Secured reclaimed and redeveloped municipal spaces -river fronts redeveloped	5 reclaimed and redeveloped sites - of recreational sites developed	-SDHUD -PW -NEMA -RMB	5	-GOK -MCG - Development partners -RMB -UNEP	50	10	10	10	10	100

Municipal social infrastructure programme	To create employment and enhance income	-Siala commercial hub and recreational facility established	- commercial hub in place - recreational facility in place	-SDHUD -PW -RMB Ministry of youth	5	-GOK -MCG - Development partners -UNCTAD -RMB	500	200	100	75	75	50
PROGRAMME 2: INSTITUTIONAL STRENGTHENING												
Establishment of a Municipal administration	To strengthen municipality offices --To improve infrastructure and services -staff establishment	Rongo Municipality offices established -improved infrastructure and services Organogram in place	- municipal offices in place - infrastructure improvement - services provided	-SDHUD -PW -CG -RMB	5	-GOK -CG - Development partners	1000	200	200	200	200	200

Capacity strengthening/ Training of staff and Municipal Board	To enhance access, equity and training in village polytechnics in activities geared towards improvement of livelihoods	-Increased enrolment rate -Reduced dropout undertaken	- increase rate -drop in enrolment rate and dropout rate	-TIVETA -RMB -Education Partners National Government	5	-GOK -MCG -RMB	100	60	10	10	10	10
	To enhance community capacity building for self-reliance and socio-economic development	1000 Self-help groups Youth groups, women groups mobilized registered and employment -Improved livelihoods through micro enterprise development	-1000 self-help groups, women groups, mobilized and operationalized	-State department for special programs -RMB -Kenya rural enterprise program (KREP) -uwezo fund -KWF -YEF	5	-GOK -MCG -Development partners	100	20	20	20	20	20

		-Board members and Staff training	- increase product ivity per year	1 training per board/staf f per year	-RMB	1	-MCG -RMB	10	2	2	2	2
PROGRAMME 3: TRADE, TOURISM, MANUFACTURING AND INDUSTRIAL DEVELOPMENT												
Urban agriculture and food processing	-To promote value addition to agricultural products (dairy meat, fish, maize, fruits, poultry, pork etc.)	-Established Rongo food hub and Agro Park -Established Opapo fish plant. -Established Rongo dairy processing plant.	4 food processing plants established. -200 jobs created.	-KEBS -RMB	Annually	-G.O.K (State Department of Public Service and Youths Affairs) - Development partners -MCG -RMB	1000	200	200	200	200	200
		- Rongo Municipality abattoir and meat processing plant established.	- abattoirs built with CCTV -Stores facilities set up									

SMES parks/industrial parks/Loans	-To promote industrial dispersion and balance economic development -To provide soft loans to SMEs -incentives to SMEs	-Operational industrial park.	4 of industrial park -SMES center of excellence established.	-K.I.E -RMB Uwezo fund -WEF -Chamber of commerce	Annually	-G.O.K Development partners -MCG -RMB -Uwezo Fund -WEF -KIE	300	150	50	50	25	25
Establishment of 24-Hour economy	-To increase working hours and minimize crime level	-security support infrastructure installed	Street lighting flood light cctv and street cameras in place	-SDHUD -PW -CGM -RMB	5	-GOK -CG Development partners	250	100	25	25	25	25

Service to the People

Mapping of tourism sites	-Improve tourism attraction sites	5 tourist attraction sites	5 sites	-Kenya tourism board -RMB			100	20	20	20	20	20	20
Construction of whole sale malls	-To improve supply chain efficiency in whole sale sector	-Established whole sale mall in Rongo town	1 whole sale mall in place	-Ministry of Industry Trade and cooperative -RMB	5	-G.O. K Development Partners -private Sector -MCG; -RMB - UNCTA D	1000	400	200	150	150	100	100
Construction of Municipal retail markets	-To improve supply chain efficiency in retail sector -increased economic activities	-Establish retail markets at Okusu Rakwaro, Winter, Kanga, Siala, Ngere, Kangeso, Kuja Old bridge, hasara center etc	9 retail markets in place.	-Ministry of Industry Trade and cooperative -RMB	5	-G.O. K Development Partners -Private sector -MCG -RMB	1000	200	200	200	200	200	200

Renovation of the existing Municipal market	Improve the Rongo municipal market to a storey building, and also improve Opapo and nyaburu market	Establish Rongo modern market, Nyaburu And Opapo retail markets	1 modern market and 2 retail markets	-Ministry of Industry Trade and cooperative -RMB	5	-G.O. K -Develo pment Partner s -Private sector -CGM -RMB UNCTA D	250	50	50	50	50	50	50
Construction of livestock sale yards (Water troughs, feeding troughs, livestock stands, offices)	To improve efficiency in livestock trade	Established livestock trade yard at Riosir, Opapo, Kuja old bridge	3 livestock trade yards	-Ministry of livestock -RMB	5	-G.O. K -Develo pment partner s -Private Sector -MCG	250	50	50	50	50	50	50
Building sports and recreation al centers	To improve sports and recreational facilities to enable the youths to grow their talents	-Rongo municipal sports and recreational center established	Sports and recreational center established	-Sports Kenya -RMB -MOPW		-GOK -MCG -Develo pment partners -ADB	200	200	0	0	0	0	0

To identify and develop sports and talents	Administration, hostel and sports centers established	Sports curriculum developed	-Kenya sports academy -Ministry of sports and culture; RMB	5	-GOK, -MCG Development partners -RMB, UNICEF	100	20	20	20	20	20
To provide infrastructure for heritage, culture and arts development including library services	-Established Rongo municipality multi-purpose modern center -street naming	-Ultra modern center in place -streets named	-Kenya culture Centre -RMB -PPP -KNLS Board	5	-GOK -P.P. P -MCG -RMB	200	100	40	20	20	20

PROGRAMME 4: PUBLIC HEALTH SERVICES

Establishment of public health institution	To improve capacity to handle disease outbreak and control	Legal and institute funded work established	Legal and institutional framework work place	-Ministry of Health -CGM -RMB	5	-G.O.K -Development partners -MCG	500	200	100	50	25	25
To establish a funeral parlour and ambulance services	Funeral parlor and ambulance services established	Funeral parlor and ambulance services established		-Ministry of Health -CGM -RMB	5	G.O.K -Development partners -MCG	50	40	2.5	2.5	2.5	2.5

PROGRAMME 5: AFFORDABLE HOUSING AND SOCIAL SERVICES										
Owner occupier housing programme	To facilitate access to own decent and affordable housing	100 affordable housing units constructed	100 housing units in place	-State Department of Housing and Urban Development -National Housing cooperation -RMB	5	-G.O. K -Development partners -RMB	2000	750	500	250
Owner occupier housing programme	To facilitate access to own decent and affordable housing	100 affordable housing units constructed	100 housing units in place	-State Department of Housing and Urban Development -National Housing cooperation -RMB	5	-G.O. K -Development partners -RMB	2000	750	500	250



	Co-operative housing development project	10 housing apartments constructed -Rongo housing co-operative society established	-10flats established -Legal and instate to oral frame work established	-National co-operatives housing union (NACHU) -RMB	5	-G,O,K -RMB - Development partners	5000	1000	1000	1000	1000	1000
Municipal public officers and staffs housing programs	-To facilitate municipal public officers affordable and adequate housing	-Public officers mortgage beneficiation	of public officer mortgage beneficiaries Rental housed established	S.D.H.U.D -TNTP -PUT RMB		G.O.K C.G R.M. B Development partner	25	5	5	5	5	5

Research and Development on appropriate building materials and technologies (ABMT)	To promote use of sustainable low-cost housing building materials and technologies	-Rongo municipality ABMT center established -Research controlled -100 Youths trained every year	ABMT center in place -No of youths trained	-SDHUD -PVU -RMB	5	-G.O. K -CG - Development partner	500	200	400	100	100	50	50
Rural settlement improvement project	To improve Quality of life for people living and working in rural settlements	Social and physical infrastructure installed Tenure regulation established	- Integrated infrastructure development in place - Allotment letters/ title deeds issues	-Ministry of lands and physical planning -SDHUD -PW; -DG -RMB	5	-G.O. K - Development partners	200	400	400	400	400	400	400

Building's safety and compliance programme day to day	To improve safety and quality of buildings	-Building inspected and audited -Unsafe building demolished -building inspectorate unit established	- Municipal building inspectorate unit in place -No of building inspected audit -No unsafe building demolished	-SDHCD -PW -CG -RMB	1	-G.O. K - Development partners	30	30	00	00	00	00
Established quality ICT infrastructure	To provide citizens service center	-Established Rongo municipality digital village	Digital village in place	-State Department for ICT -RMB	5	-GOK;- M.C. G - Development partners -RMB	100	50	20	10	10	10

To monitor Gender, Youth and Children Affairs	To monitor the establishment of rehabilitation and rescue centers	-Benefit to defiled children, abused women, drug and alcohol addicts and victims of violence	established Rongo Municipal rehabilitation and rescue center		5	GoK, CGM, NGOs, CBOs	1	1	1	1	1	5
TOTAL							27,427	8,323	6,343	5,918	5,553	5,338

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RONGO MUNICIPALITY STRATEGIC PLANNING TEAM

S/NO	NAME	ID NO.	TELEPHONE NO.
1.	ELIJAH ODHIAMBO		
2.	MILLCENT A. MARERA	14551113	0711928694
3.	JACOB C. AKAL	24636746	0716666006
4.	CPA EVANS O. ACHAR	6532783	0771337233
5.	ANNE A. OGALO	11392193	0724445558
6.	JOSIAH A. NGOJE	2771278	0722485533
7.	JOSEPHINE OMWANDA	22377778	0717516779
8.	ARTHUR ORANGI	22987153	0717492145
9.	AGNES WEMA	22332370	0724757627
10.	DIANA A.OUMA	26716152	0721503309
11.	STEPHEN NYAINDA	27449195	0726714102
12.	MANDELA N AKONGO	28212165	0710375394
13.	DAVID O. ORE	26043016	0712701042
14.	CRAFT O. ONYANGO	20112207	0721809984
15.	CALEB O. ARODI	11125221	0721542997
16.	JACK ABUYA	11045291	0725365189
17.	MABEL ISOLLO	4829271	0719250775



Annex 2: List of Participants

RONGO MUNICIPALITY
29/06/2020
CONFERENCE ATTENDANCE LIST

S/NO	NAME	ID NO.	TELEPHONE NO.
1.	CPA EVANS ACHAR	6532783	0771337233
2.	CALEB O. ARODI	11125221	0721542997
3.	ANNE A. OGALO	11392193	0724448558
4.	JACOB C. AKAL	24636746	0716666003
5.	JOSIAH A. NGOJE	2771278	0722248533
6.	MILLICENT A. MARERA	14551113	0711928694
7.	JOBANDO LARRY	27292392	0713257013
8.	DIANA A.OUMA	26716152	0721503309
9.	DAVID ORE	26043016	0712701042
10.	ARTHUR ORANGI	22987153	0717492145
11.	MANDELA N. AKONGO	28212165	0710375394
12.	AGNES WEMA	22332370	0724751627
13.	EVANS LANAH	23170960	0722519642
14.	CRAFT O. ONYANGO	20112207	0721809984
15.	PAULINE M. AMOLLO	21715317	0713009755
16.	STEPHEN NYAINDA	27449195	0726714100
17.	ELIJAH ODHIAMBO		



Rongo Municipality

Strategic Plan 2020-2025

