

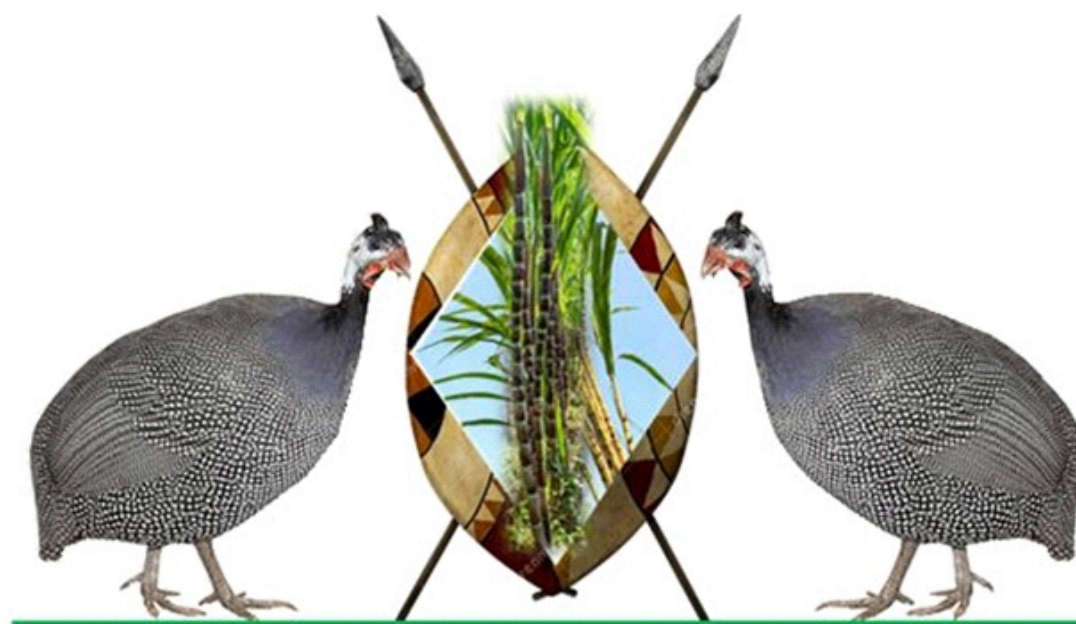


AWENDO MUNICIPALITY STRATEGIC PLAN

2020-2025

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LIMITED





AWENDO MUNICIPALITY

Strategic Plan 2020 - 2025

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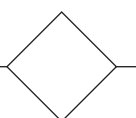




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ABBREVIATIONS & ACRONYMS

CBO	Community Based Organization
CDF	Constituency Development Fund
CECM	Chief Executive Committee Member
GOK	Government of Kenya
ICT	Information Communication and Technology
IGAs	Income Generating Activities
IT	Information Technology
MOH	Ministry of Health
NGO	Non - Governmental Organization
PESTEL	Political, Economic, Social, Technological, Ecological, Legal
SONY	South Nyanza Sugar Company
SWOT	Strengths Weaknesses Opportunities Threats

MESSAGE FROM THE GOVERNOR



I have the honour and pleasure to present this Awendo 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. Awendo Municipality is a created entity derived from the Act.

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 Awendo 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, Awendo ISUDP and also the Awendo IDEP to reflect the aspirations of the people of Awendo 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, is a result of effective stakeholder engagement that has led to the prioritization of Seven key programmes/objectives to deliver the 'Municipality Dream'. These priority areas include Urban Institutional Development, Urban Infrastructure Development, Trade and Enterprise Development, Disaster Management, Public Health and Social Services, literacy and Social Protection, Environmental management. 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 Awendo Strategic Plan was initiated by the County Government of Migori, Department of Lands, and Housing & Physical Planning within its mandate of preparing plans and policies 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 town. The Plan is timely 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 it brought on board participants from diverse backgrounds. This is not only in conformity with the Constitutional requirements on public participation in policy making but it is hoped that this will provide 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 regional imbalances, skewed development and unsustainable human settlements. Let us all individually and collectively commit ourselves to the realization of the development policies and strategies contained herein and continue working together in order to realize our shared vision of a prosperous and vibrant county.

ELIJAH ODHIAMBO

CECM

DEPARTMENT OF LANDS, HOUSING AND PHYSICAL PLANNING

FOREWORD



The foundation of sustainable economic growth is anchored on the capability of public institutions and human resources who man them to deliver quality and timely services to stakeholders. It is in view of this and the need for a progressive strategy for Awendo municipality that this strategic plan has been formulated. It presents the key policy priorities, strategic objectives and activities that Awendo municipality Board will implement in the next five years.

This first strategic plan sets the roadmap for the attainment of the mandate of Awendo Municipality as set out in section 20 (1) of urban areas and cities Act 2011. Our five year strategic plan for the period 2020-2025 lays out not only the goals and objectives but also strategies we intend to employ to achieve the desired results. Our strategies are based on priorities, available resources and a specific delivery time frame.

During the plan period, Awendo Municipality Board will reengineer its internal processes through benchmarking with international best practices and adopting to innovations and new technologies in ICT. This strategic plan takes cognizance of the rapidly changing operational environment and the needs of all stakeholders of Awendo Municipality. We believe this will provide an opportunity for value addition and ownership of both process and product by all the key stakeholders of Awendo Municipality.

I am confident that the strategic objectives stated in this strategic plan will provide the road map and necessary leadership to ensure achievement of desired results. Indeed the implementation matrix outlines a structure for achieving the set strategic objectives and provides a strong monitoring and evaluation framework for the necessary feedback and adjustments over the strategic plan period.

Finally, the successful development of this strategic plan would not have been possible without the concerted effort of the Board and the executive. I therefore wish to thank all Board Members of Awendo Municipality for ensuring that the Board has set strategic direction for the next five years.

Special gratitude to CEC for Lands, Physical Planning, and Urban Development Hon. Elijah Odhiambo for stewardship in this process. I wish to express my confidence in the ability of the entire Board of Awendo Municipality and I believe we have what it takes to implement this ambitious, challenging but implementable strategic plan for the better delivery of services to the people of Awendo Municipality

Peterlis O. Nyatuga
Chairman - Awendo Municipality Board.

ACKNOWLEDGMENTS FROM THE MUNICIPAL MANAGER



The Municipality of Awendo has undertaken to make its first Strategic Plan to guide operations for the next five years. The plan will support the Municipality in the achievement of its major purpose of efficient and effective service delivery to the stakeholders.

Due to this Awendo Municipality wishes to register appreciation to all those who were involved in the preparation of this Strategic Plan. I take this opportunity to specially acknowledge the unrelenting efforts portrayed by all the technical persons who were involved in this noble process of shaping the future of our Municipality.

We are indebted to the Governor, Migori County, HE. Zachary Okoth Obado for providing great foresight in the entire plan preparation process. Special gratitude is owed to the County Executive Committee Member in charge of Urban Development Hon. Elijah Odhiambo, Chief Officer Physical Planning and Urban Development Mr. Lazarus Juma Scotch, Board Members of Awendo Municipality and Director of Physical Planning & Urban Development Mr. Denis Oiro and his team for excellent leadership in this preparation process.

Finally, I would like to appreciate all the resource persons who were involved towards successful production of this document.

**Philip Odera,
Municipal Manager**

STRATEGIC PLANNING TEAM



Figure : The Awendo Municipality Strategic Planning Team at Blue Ridge Hotel, Mbita-Rusinga on 25th June 2020



CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Municipality

Awendo municipality is situated within Migori County, in the south-western part of Kenya. It is commercially linked to Rongo and Migori towns and is 26km from Migori municipality and 376Km from Nairobi.

The Municipality comprises of the urban core and South Nyanza Sugar Company (SONY). The area which is approximately 5.96 Km² together with the three nodal centers of Mariwa, Rapogi and Kokuro, which translates to approximately 117.2 km², taking into consideration the sugarcane plantation sandwiched between them.

The municipality has low lying open plains, hills and rivers drainage system. The main hills are Awendo hills rising to an estimated elevation of about 1244 meters above sea level. The hills are also part of the water catchment areas within the municipality. River Sare traverses the municipality and flow eastwards from the higher regions of Awendo Hills and joins River Kuja, there are also a number of natural springs.

The climate within the town is mild inland equatorial, the town experience two seasons of rainfall with the highest rainfall being approximately 1,800 to 2,000 mm per year. The temperature range is 17°C to 20°C. The climate favorable and has led to growth in the agricultural sector with sugarcane, maize tobacco and dairy farming. Sugarcane farming covers most parts of the Municipality and provides the main raw material for South Nyanza Sugar Company.

1.2 Population Size

The population as of 2019 was 52,153 making up 4.23% of the population of Migori County. The largest population age group is the 0-4 years cohort followed by the 5-9 years. The median age is 23 years which makes this a youthful population

Table : Demographic Indicators

Demographic characteristics	Status
Sex ratio(female: male)	100: 97
Average household size	4.4
Dependency ratio	100:116
Total fertility rate	5.0
Infant mortality rate	7/100
Life expectancy	69 years

Source: KNBS, 2019

In terms of the population distribution and density the area around the Old town/Awendo CBD and Sony has the highest population within the municipality. Based on the former administrative units (before the promulgation of the Kenyan Constitution, 2010), Kombok Sub-location has the highest density at 729 persons/Km². Waundha Sub- location has the least population density at 156 persons/Km².

With the current growth rate of 3%, the population within the municipality is expected to reach 60,460 by the end of the plan period in the year 2025. However, the town being the Sub-County headquarters is expected to develop rapidly in the coming years due to the massive infrastructure investments. The high population growth rate creates both challenges and opportunities with an increased demand for basic services such as healthcare, education and other social amenities. There is also a greater market for basic commodities such as food, household goods and financial services.

1.3 Administrative Set up and political units

The 2010 Kenyan constitution gave a provision for enactment of a new legal and regulatory framework that would spell among others, how urban centers would be established and managed in Kenya. The Urban Areas and Cities Act (UACA) became that statutory framework. The act broadly categorizes urban areas as Cities, Municipalities, Towns or Markets. Under this act Awendo town met the threshold for Municipality status by virtue of its population size.

Administratively the municipality is sited in Awendo Sub-county, the municipality has one of the largest industries in the county-South Nyanza Sugar Company. With the advent of the devolved government the municipality is the Sub-County Administrative Headquarters, this has implications in terms of office space, housing and support services.

The Municipality has an established road network linking it to major towns like Migori, Rongo, Homabay, Kisii, Kisumu etc. The mobile phone coverage stands at 99% in the municipality, there is one postal office which serves the citizens and its environs. Usage of computers and telecommunication equipment in homes, and within private and government institutions has increased as a result of reliable connectivity, affordable computers and their accessories.

The municipality has four commercial banks within Awendo town and three ATM booths for other banks. The financial sector is also augmented by adoption of Mobile Banking, Micro finance and Mobile money e.g. MPESA by the residents and those from nearby catchment. The NGOS have penetrated and established themselves in the Municipality. Their activities relate to youths, women, people living with disability, environmental, street children and children empowerment.

The entire area of Awendo municipality is accessible to National Electricity grid. Other source of energy includes firewood, charcoal, gas and solar. The Municipality has a number of markets centres which accelerate its growth notably the CBD/ old Awendo town, Mariwa, Kokuro, Ranen, Dede, Rapogi among others. The growth of these centers is largely dependent on the agricultural sector of the municipality environs.

1.4 The Awendo Municipal Board

1.4.1 Background of the Awendo Municipal Board

It is based on the foregoing that in the year 2018, through a County Assembly resolution, the Migori County Governor conferred the status of Awendo town to a Municipality 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 Awendo municipality board and recruitment of the first municipal manager as the very fundamental aspects to institutionalize the municipality of Awendo. The charter outlines the functions of the board as follows:

1.4.1.1 Functions of the Awendo 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 Awendo Municipal Charter, the Governor, Migori County transferred the under listed functions to the Municipal Board of Awendo—

- (a) Oversee the affairs of Awendo 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.

1.4.1.2 Powers of board

- (I) 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;
 - © 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.



Figure : Awendo public recreational park



Figure : Ongoing road expansion in Awendo Municipality

CHAPTER TWO

2.0 THE PLANNING CONTEXT

This is the first all-inclusive strategic plan that Awendo Municipality has developed and whose process will form the focal point for the programme activities for the next five years. This strategic plan has been undertaken by engaging stakeholders on issues that are pertinent to them. The plan offers a presentation of the current situation and the future goals. The planning process for this strategic plan has involved continuous discussions with County staff, multiple stakeholders and Members of the Municipal Board. The lessons learnt, experiences and achievements gained during the planning process form the platform for this document and action plan towards achieving the set milestones.

Vision Statement

To be a green, clean, safe and economically vibrant municipality that delivers quality services to the residents

Mission Statement

To render affordable quality services, promote prosperity and facilitate socio-economic Development

Core Values

We are committed to upholding the following core values as the guiding principles for the operations of the Municipality.

1. **Equity and equality:** All citizens in the Awendo Municipality shall be treated with fairness regardless of sex, age, ethnicity and status in the provision of and access to services
2. **Transparency & Accountability:** We shall always endeavor to be transparent, answerable and accountable at all times.
3. **Rule of Law:** Honesty and sincerity are an integral part of our operations. We shall uphold these through strict adherence to the moral principles underlying all our policies.
4. **Inclusiveness & Teamwork:** In all our undertakings, we shall have people from diverse backgrounds or communities involved in the development of Awendo Municipality.
5. **Responsiveness:** We shall act with a sense of urgency to address citizens' needs, make qualified decisions in time and provide fiscally responsible solutions.
6. **Innovativeness:** We value and thrive on creativity and ingenuity. We seek the innovations and ideas that can bring a positive change to the County

Goals

- Goal 1:** To ensure effective and efficient urban development and management
- Goal 2:** To promote Environmental management,
- Goal 3:** To promote industrialization within the municipality
- Goal 4:** To Encourage and monitor the establishment of programmes that cushioning vulnerable groups within the Municipality

Programmes

1. Urban Institutional Development
2. Urban Infrastructure Development
3. Trade and Enterprise Development
4. Disaster Management
5. Public Health and Social Services
6. Literacy and Social Protection
7. Environmental management

CHAPTER THREE

3.0 STRATEGIC ANALYSIS

3.1 External Environmental Scan

The external environment offers both opportunities and threats within which the Awendo Municipality must operate. The tapping of opportunities and minimizing of threats act as a catalyst for developing strategies in response to these situations.

3.1.1 Political Factors

The nullification of Presidential results for the August 2017 general election, its repeat in October of the same year; the subsequent events leading to post-election conflicts, brought to the fore deep-rooted historical and institutional challenges that threatened the country's political stability. This led to insecurity among the citizens, posing a challenge to manage the political expectations and good relationship between the county assembly and the executive arm of county governments.

Kenya has 47 counties which are considered development entities; each is allocated funds from the national budget but is expected to generate county based resources to augment development. This offers both opportunities and challenges in its use, while it has enabled equitable devolvement of national funds, the oversight of these funds has been weak in some instances and has led to increased poverty in some counties.

At the level of Awendo Municipality, the analysis considers factors such as political uncertainties, relationship between the national and county government as well as relations between various arms of government.

Opportunities	Threats
▪ Good will from Migori County government ▪ Existence of social and political goodwill in supporting the implementation of the urban areas and cities act ▪ Possibility of benchmarking with other municipalities in Kenya and beyond ▪ Establishing good relationship between the county assembly and the executive arm of the county government	▪ Unpredictable political environment ▪ Political interference ▪ Insecurity ▪ Managing political challenges and expectations ▪ Outbreak of Pandemics COVID 19 ▪ Slow economic growth

3.1.2 Economic Arena

Kenya registered remarkable economic growth in the first two decades after independence with an average growth rate of 6% between 1964 and 1980. Between 1980 and 1990, the country experience a consistent decline with the average growth rate of 4.1%. The decline in trend continued further into the period 1990 to 2002 with the average growth rate estimated at 1.9%. The economy which relied on several primary goods whose prices continued to decline in the world markets had been

¹Global Finance Kenya Country Report (www.gfmag.com/gdp-data-country-reports/244-kenya-gdp-country-report.html)

characterised by declining per capita income, increasing unemployment and a situation where it reached a peak of over 56% of the population who lived in absolute poverty.

Since 2003, the economy experienced consistent upward trend in growth rate except for substantial decline experienced in 2008 as a result of the post-election violence, the global financial crisis and the high fuel and food prices among others. The Real Gross Domestic Product (GDP) expanded by 2.9% in 2003, 5.1% in 2004, 5.7% in 2005, 6.1% in 2006 and 7.1% in 2007. It however declined to 1.7% in 2008. The GDP growth for 2009 is estimated at 2.5% and 4% in 2010. Agriculture contributes 23.4% of this GDP as it remains the backbone of Kenya's economy and provides livelihood to approximately 75% of the population and caters for about 70% of the country's labour force.

The cost of doing business in Kenya continues to rise. Contributors to this are corruption, insecurity, poor road infrastructure, inadequate rail services, slow port services, high cost of telecommunication services, high cost of energy, electricity, petroleum products and tax management systems. The economic factors affecting Awendo Municipality include the slow economic growth which reduces the County government revenues and in turn reduces budgetary allocation for the Municipality; the dismal performance of SONY Sugar company, high inflation rates affecting the county budget leading to frequent expenditure freezes; fluctuating value of Kenyan currency; budget constraints due to unrealistic budget ceilings; inadequate devolved funds e.g. CDF and County government and the slow industrial development within the County.

The government has continued to create an enabling environment for investments, previously under the Economic Recovery Strategy for Wealth and Employment Creation (2003-2007); in the First Medium Term Plan (2008-2012), Second Medium Term Plan (2013-2017) and Third Medium Term Plan (2018-2022). Priorities are investment in the Big 4 Agenda, namely: Food security, Manufacturing (focusing job creation), Affordable Universal Health Care and Affordable Housing. The major challenges to sustained economic growth continue to be poor infrastructure, terrorism threats and related insecurities, rampant unemployment, poverty, unsustainable external & internal debt, and high levels of crime. Economic factors such as interest rates, inflation and general economic growth must be monitored for effective implementation of the mandate of Awendo Municipality

3.1.3. Socio-Cultural Environment

The richness in Kenya's cultures covers over 42 different people groups, languages and race defines the beauty of the social landscape. Alongside this are the dimensions of gender, smaller people groups, special interest groups and persons with disability including those with albinism. This landscape provides the Awendo Municipality with immense opportunities such as creating business opportunities around the cultures. On the flipside of things, the socio-cultural environment encounters significant challenges such as community perception that better jobs are based in urban areas leading to disparities in distribution of human resource that hampers equitable development; practices that hinder child growth and development e.g. child labour; teenage pregnancies, drug and alcohol abuse, inadequate representation of women in decision making.

Socio-cultural dynamics also contribute to certain gender disparities that disadvantage women, girls, including special interest groups and persons with disabilities. The impact of HIV& AIDS has also affected the socio-cultural environment making an indelible dent on productive labour at all levels of society, not to mention the economic burden it brings in as well. The rural-urban migration and the

factor of brain drain vide outmigration of professionals and highly qualified personnel to bigger towns in and out of Kenya are also challenges identified within this arena.

3.1.4 Technological Environment

The world has witnessed a surge in technological advancement easing communication, data storage and access as well as enhancing efficiencies in general operations of institutions. New innovations such as online money platforms (M-PESA, Airtel money among others), online savings and credit have changed the phase of handling financial transactions and widened the reach to the unbanked sectors. A lot of improvements in the ICT sector have taken place since the Kenya Digital Study Report (March 2010) as there has been increased reach and enhanced use of the fibre optic connection, with drastic reductions in the cost of telecommunications.

Awendo Municipality must take advantage of the ICT developments and monitor how the following might affect its governance and functioning: rapidly changing technology, integration of technology across all functions, increased acquisition of computer skills by employees and managing the influence of the social media. The challenges expected, relate to high cost of adopting technology, implementing e-governance, improving service delivery and increase in cyber-crimes leading to insecurity of data and information.

3.1.5 Environmental Context

The Government of Kenya enacted new regulations in 2003 governing environmental management and introduced new processes such as environmental impact assessments (EIAs), environmental audits (EAs) and environmental monitoring which came into effect on 13 June 2003. The Constitution of Kenya (2010) also gives the environment a prominent place in its structure. Article 42 of the fundamental rights and freedoms granted to Kenyan citizens states that the GoK must ensure a clean and healthy environment that benefits both current and future generations. Article 69 outlines specific environmental duties of the GoK, including sustainable exploitation and conservation of the environment and requires that the country maintain a tree cover of at least 10% of the land area of Kenya. The following article, Article 70, gives citizens the right to petition a court for redress if they feel their environmental rights have been infringed.

Management of Solid Waste -The legislative framework governing solid waste management in Kenya is the Environmental Management and Co-ordination Act (EMCA, 1999). The Act gives rights and confers duties to individuals to safeguard and enhance the environment and guarantees every Kenyan a clean and healthy

Environment. These provisions also envisage protection of the environment for the benefit of the present and future generations as envisaged in Kenya's Vision 2030 and the Constitution of Kenya. Kenya's devolved governance puts responsibility of waste management to respective counties. Nairobi City County, for example, is governed by the City Council of Nairobi (Solid Waste Management) By-laws, 2007. Section 87(4) of EMCA obligates every person whose activities generate waste to employ measures essential to minimize wastes through treatment, reclamation and recycling.

The Awendo Municipality identified the following environmental challenges that might hinder effective operations: Inappropriate safety and waste management measures; inappropriate pollution

²ICT Board of Kenya: Kenya Digital Study Report; March 2010

management system; Noncompliance with OSHA (Occupational Safety and Health Act); inadequate office space, tools and equipment and Conducive work environment (e.g. safe distancing and hygiene standards). Given the global COVID 19 pandemic outbreak, it is imperative for Awendo Municipality to not only fast track, but address these environmental challenges.

3.1.6 Legal and Policy environment

3.1.6.1 The Constitution of Kenya (2010)

The Fourth Schedule of the Constitution of outlines the functions of the national and county governments, with a total of 14 functions devolved to the counties. They include: county planning and development; Agriculture; county health services; control of air pollution, noise pollution; cultural activities, public

Entertainment and public amenities; county roads and transport; animal control And welfare; trade development and regulation; pre-primary education and village polytechnics; specific national government policies on natural resources and environmental conservation; county public works and services; disaster management; control of drugs and pornography. Counties are to ensure participatory development and capacity strengthening at the county and community level.

The following laws have been referenced in the development of this Awendo Municipality Strategic Plan: Urban Areas and Cities Act, 2011; The County Governments Act, 2012; The Transition to Devolved Government Act, 2012; The Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012; the Physical Planning Act Cap 286, enacted in 1996 and regulates all physical planning activities in Kenya; The Land Acts No 6 of 2012 which provides for the conversion of land from one category to another for purposes of land use planning; the Environment Management and Coordination Act (EMCA) of 1999; the Water Act of 2002; The Public Health Act cap 242; The Land Control ACT Cap 302, which covers the location of Awendo Municipality in an agricultural area and anchors it within the Land Control Area and the Urban Areas and Cities Act No 13 of 2011. This Municipal Integrated Development Plan is the first to be formulated by the Municipal Board to actualize the provisions of the Constitution of Kenya (2010), Urban Areas and Cities Act, 2011, and Public Finance Management Act, 2012. It provides the basis and guidance for the execution of the priority projects and programs within the Municipality.

3.1.6.2 Kenya Vision 2030 and the Big 4 Agenda (MTP 2018-2022)

Vision 2030 is Kenya's development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialising, middle income country providing a high quality life to all its citizens by the year 2030. The Vision is based on three pillars: economic, social, and political.

- **The Economic pillar** aims to improve the prosperity of all Kenyans through an economic development programme, covering all regions of Kenya, and aiming to achieve an average GDP growth rate of 10% per annum beginning in 2012;
- **The Social pillar** seeks to build a just and cohesive society with social equity in a clean and secure environment;

- **The Political pillar** aims to realise a democratic political system touched on issue-based politics that respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society.

The vision 2030 is implemented in phases of successive five-year Medium-Term Plans (MTP). Currently, Kenya is implementing MTP for 2018-2022 focusing the Big 4 Agenda. The flagship programmes of the Big Four Agenda are: Food security, Manufacturing (focusing job creation in this area), Affordable Universal Health Care and Affordable Housing.

Under the Social Pillar of the Vision 2030 Medium Term Plan (MTP II), for example, the empowerment of marginalized groups (women, youth and PWDs) is one of the flagship projects. Article 56 of the Constitution requires the State to put in place affirmative action programmes designed to ensure minorities and

Marginalized groups (b) are provided special opportunities in educational and economic fields; and (c) are provided special opportunities for access to employment. The Kenya National Social Protection Policy aims at creating a social protection framework for all citizens, to support the poor to better access services and income generating opportunities that provide them with some income and services.

3.1.6.3 County Integrated Development Plan

The County Integrated Development Plan (CIDP) is a plan prepared by all counties in Kenya to guide development over a five-year period. It links 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. 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. The county governments Act section 108 outlines the county development goals covering the CIDP period. This Awendo Municipal Integrated Development Plan was developed with reference to Migori CIDP.

3.2 Internal Environmental Scan

This involves a number of dimensions to determine areas of strengths, weaknesses and barriers to success for the municipality, the dimensions reviewed fell into eight broad categories:

1. Staff knowledge, skills and competency
2. Staff numbers
3. Shared goals and values
4. Leadership style
5. Structure
6. Strategies
7. Infrastructure and Equipment
8. Resource Base

3.2.1 Governance

Under governance the issues of interest include shared goals and values, Board and staff knowledge, skills and competency, leadership style, Awendo Municipal Board depicted as non-partisan in its interactions with stakeholders. The municipality is working with a Pioneer Board that is qualified and setting strategic direction for the growth of the town. Board members are qualified professional of high standing in society with a wide range of experience. The Board has been able to set up Awendo municipality committees to drive the strategic mission. Security of tenure of the board members has made it possible to focus on the most critical issues of development.

Teamwork between the municipality and stakeholders is strong and municipality has managed to document the Vision and Mission with them.

Despite all the above, the municipality still suffers from a short fall of qualified staff. Secondly the low utilization of ICT among the Board and staff is attributed to skills deficiency, other skills that staff need are in the areas of disaster preparedness, business development (entrepreneurial) skills and solid waste management.

3.2.2 Institutional Analysis

The institutional issues of concern in this strategic plan focus on structure, policies, strategies, systems and procedures, functions, roles and responsibilities, communication, quality management standards and staff numbers. Though still young, Awendo municipality has an Organogram in place clearly indicating reporting mechanisms. The municipality has put in place strong statutory framework providing for the independence of the municipality with a clear mandate derived from the urban areas and cities act. Within the county framework there is a rich source of information arising from county government policies.

The development of a thinner, leaner governance structures with clearly defined functions, roles and responsibilities has helped in initial operations within the municipality. Improved transparency and accountability in citizen engagement in decision making of urban government and communication channels are established and in use.

3.3.3 Resource base

Resource mobilization and access to finances for acquisition and maintenance of equipment and vehicles is pertinent for rolling out and delivery of this strategic plan. A pool of reliable and resourceful development partners which include the World Bank and the County Government among others are part of the resource base available in the municipality. However, these finances are often inadequate to cover all the needs for operations and development expenditure.

3.3. Stakeholder analysis

Awendo Municipality identified 21 categories of stakeholders to engage with towards realization of its Strategic Plan. The stakeholder analysis is presented in the table below:

Stakeholder	Interaction with Municipalities	Impact
Boda Boda	-Sources of Revenue -Creation of employment -Production of goods and services -Provision of housing -Provision of loans -Providing feedback	High
Jua Kali		High
Small Scale traders		High
Retailers/Wholesalers		High
Financial institutions		High
National Assembly and Senate	Oversight responsibilities, representing the interests of the municipalities in parliament, lobbying for funds, enactment of laws	Moderate
Board Members	Providing linkage between the municipality and other stakeholders, lobbying for funds ,exercising the functions of the municipality as prescribed in the act	High
The County Executive	Providing funds to the municipality, providing technical support to the municipality, provision of infrastructure within the municipality, preparation of policies and guidelines	High
The county Assembly	Budgetary allocation to the municipality, approval of by-laws and policies, exercising oversight, representing interests of the municipality at the county assembly, recruitment of Board Members,	High
Religious Institutions	Spiritual nourishment, lobbying for funds, supporting educational activities within the municipality	High
Educational Institutions	Imparting knowledge & skills (capacity building	High
	Employment opportunities	Low
	Market for food staff and stationery	Moderate

National Government	Major financier to county government	High
	Provision of security services	High
	Preparation of policies and guidelines in various sectors	Moderate
	Employment of locals	Low
NGOs World Vision Plan international Impact research SANA international	Child protection Provision of water HIV awareness creation Human rights Sanitation	Moderate
CBOs- Afya Nyanza	HIV/AIDS awareness	High
	Supporting orphans of HIV/AIDS	Moderate
	Employment to locals	Moderate
State corporations	Aiding communication	Low
	Supply of electricity	High
	Financial support to farmers	Moderate
	Employment opportunities	High
	Main buyer of agricultural produce from farmers	High
Labour Union	Workers' rights	Low
	Employment	Low
The Media	Medium of mass communication, provision of visibility to Awendo municipality, dissemination of information, publicity	High
Other municipalities	Offering partnership in benchmarking purposes, collaboration, networking	High
Suppliers	Provision of goods and services to Awendo municipality	High
County Public Service Board	Recruitment of staff, Disciplinary of staff	High
Public service commission	Reviewing decisions of C.P.S.B	Moderate
Salaries and Remuneration Commission	Determination of salaries and benefits of board members and municipal staff	High
County Employees	Performance of municipal functions	Moderate
Donors	Funding of Municipal projects	Moderate
EACC	Execution of corruption cases within the municipality, Educating the public within the municipality on ethical standards	Moderate

3.4 Risk Assessment

The Municipality identified and undertook an assessment of impending risks to effective and efficient operations. These risks are environmental, political, organizational, operational, financial and technological and affect implementation of programmes and its outcomes. Risk mitigation is a must should be recognized and applied at all these levels. The foregoing risks call for accountability, monitoring and reporting on mitigation factors so as to ensure a prosperous Municipality. Using the Low, Medium and High risk ranking on the basis of Likelihood and impact, the significant risks are highlighted as follows:

Key Risks	Likelihood (H/M/L)	Impact (H/M/L)	Contingency Plan/ Steps to Mitigate Risk	Person(s) Responsible
Political instability and Insecurity (e.g. election unrest, terrorism etc.)	Low	High	Utilizing already existing county government structures, national government and other key actors	Office of the Governor
Limited Financial Resources	Medium	High	Development of sustainable income generating programmes	CEC and Chief Officer
Insufficient collaboration, cooperation and strategic partnerships with relevant stakeholders (PPP)	Medium	High	Enhancing partnerships with various stakeholders	Municipality Board/ CEC
Few technical staff	Medium	High	- Identifying, developing and retaining the requisite human resources to support the strategy implementation - Provide a competitive remuneration and benefits policy	PubliService Board

Rapid technological advancement	Medium	High	Integrating information and communication technologies in the processes of services provision	Directors
Resistance to change	Medium	High	- Employee engagement; highly directed, engaged, mobilized county officers - Team building for staff and the Board - Communicating the vision and strategy to all effectively	Municipal Manager

CHAPTER FOUR

4.0 STRATEGIC FIT

Under this are four key goals which were set based on the analysis of the external and internal environments.

4.1 Goals and strategic objectives

Goal 1: To ensure effective and efficient urban development and management

1. **Strategic objective 1:** To secure all public land for development by 2025
2. **Strategic objective 2:** To improve infrastructural and utility services for Awendo Municipality by 2025
3. **Strategic objective 3:** To mobilize resources for recurrent and development expenditures in Awendo Municipality by 2025
4. **Strategic objective 4:** To strengthen the capacity of the Board and staff of Awendo Municipality by 2025
5. **Strategic objective 5:** To improve and enhance security in Awendo Municipality by 2025
6. **Strategic Objective 6:** To develop a Tourism policy for niche areas like Got Ogwam Rondo, Agong'o Hills

Goal 2: To promote Environmental management and public health

1. **Strategic objective 1:** To Monitor the conservation and management of green spaces in Awendo Municipality by 2025
2. **Strategic objective 2:** To set up a fully functional disaster management programme in Awendo Municipality by 2025
3. **Strategic objective 3:** To promote Public Health services

Goal 3: To promote industrialization within the municipality

1. **Strategic objective 1:** To set up an industrial park in Awendo Municipality by 2025
2. **Strategic objective 2:** To promote the establishment of light industries by 2025

Goal 4: To establish a framework for monitoring, evaluation and reporting programmes for cushioning vulnerable groups in the Municipality

1. **Strategic objective 1:** To monitor upcoming and established learning resources centers
2. **Strategic objective 2:** To monitor and support TVET institutions in line with trade and manufacturing needs in the municipality

Goal	Objectives	Programmes
To ensure effective and efficient urban development and management	Strategic objective 1: Strategic objective 1: To provide adequate public land for development by 2023 Strategic objective 2: To improve infrastructural and utility services for Awendo Municipality by 2025	Urban Infrastructure Development
	Strategic objective 3: To mobilize resources for recurrent and development expenditures in Awendo Municipality by 2025 Strategic objective 4: To strengthen the capacity of the Board and staff of Awendo Municipality by 2025 Strategic objective 5: To help improve and enhance security and safety in Awendo Municipality by 2025	Urban Institutional Development
To promote Environmental management	Strategic objective 1: To Monitor the conservation and management of green spaces in Awendo Municipality by 2025	Environmental Management
	Strategic objective 2: To set up a fully functional disaster management programme in Awendo Municipality by 2025	Disaster Management
	Strategic objective 3: To promote Public Health services	Health Services
To promote industrialization within the municipality	Strategic objective 1: To set up an industrial park in Awendo Municipality by 2025	Trade and Enterprise Development
To encourage and monitor the establishment of programmes that cushioning vulnerable groups in the Municipality	Strategic objective 1: To set up learning resources centers Strategic objective 2 : To streamline and support TVET institution in line with trade and manufacturing	Literacy and Social Protection

Inferring from the above analysis, the municipality shall prioritize on the following programmes, which it considers high impact and relevant to the realization of the residents' aspirations: -

1. Urban Institutional Development
2. Urban Infrastructure Development
3. Environmental management
4. Trade and Enterprise Development
5. Disaster Management
6. Literacy and Social Protection
7. Public Health and Social Services

4.2 Outputs and key activities

The specific outcomes, outputs and objectives for each of the seven programmes has been set out in the table below as follows:-

Goal 1: To ensure effective and efficient urban development and Institutional management

Strategic objective	Outputs	Key activities
To provide adequate public land for development by 2025	Municipal-wide public land mapped and inventoried. Illegally acquired and undeveloped land repossessed.	1. Develop municipal wide public land inventory 2. Identify, map and preserve existing public land 3. Repossess grabbed public land and undeveloped land 4. Purchase land for public use and future investment within the municipality
To improve infrastructural and utility services for Awendo Municipality by 2025	Transport management policy develop and operationalized Physical and social infrastructure policy developed	1. Installation of CCTVs, Traffic Surveillance Systems, Road safety signage. 2. To encourage and monitor the construction of water and sewerage systems 3. Installation & Maintenance of street lights, flood lights 4. Construction and maintenance of roads and bridges. 5. Construction of storm water drainage channels and culverts.
To mobilize resources for recurrent and development expenditures in Awendo Municipality by 2025	Funding of the Municipality increased by at least 10% annually	1. Mobilize resources from the county treasury, donors 2. Undertake innovative resource mobilization initiatives

To strengthen the capacity of the Board and staff of Awendo Municipality by 2025	Capacity building policy developed and implemented Municipal by-laws developed	1. Establishment of Board Committees 2. Establishment of Municipal Administration 3. Training of the board members and municipal staff 4. Creation of Public awareness on policies and by-laws 5. Lobby for the establishment of a Municipal Court
To improve and enhance security in Awendo Municipality by 2022	Security within the municipality improved	1. Installation of street lights & CCTV surveillance cameras 2. Promote community policing 3. Implementation of the municipal plans and by-laws

Goal 2: To promote Environmental management and public health

Strategic objective	Outputs	Key activities
Environmental Conservation management in Awendo Municipality by 2025	Solid management and environmental policies developed Operational garbage collection	1. Development and operationalization of solid waste management plan and policy 2. Development of environmental conservation policy 3. Purchase of specialized garbage Trucks, Personal protective equipment's, Back hoe, Litter bins 4. Outsource garbage collection 5. Construction of Receptacles & Commercial waste Incinerator 6. Acquisition of land for solid waste management 7. Create awareness of good waste management practices (The three Rs: Reduce, Reuse & Recycle) 8. Landscaping of highways, parks, streets -Afforestation 9. Adoption of renewable energy 10. Develop and implement beautification program (Eco- friendly) 11. Establish a call centre/toll free line
Disaster management in Awendo Municipality by 2025	Disaster management policy developed and implemented.	1. Development of disaster management policy 2. Purchase of firefighting equipment and ambulances 3. Recruit, train and deploy fire fighters 4. Implementation OSHA 5. Establish a call centre/toll free line

To promote Public Health services	Health education/awareness on preventive and promotive health care conducted Public Health Act implemented	1. Recruit, train and deploy public health officers 2. Undertake media awareness campaigns 3. Integration of sign language in our health promotion and awareness campaigns. 4. Public barazas, church and school sensitization sessions 5. Provision of health infrastructure, equipment, personnel, drugs etc.
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Goal 3: To promote industrialization within the municipality

Strategic objective	Outputs	Key activities
To set up an industrial park in Awendo Municipality by 2025	Trade policy implemented SMEs (who include women, youth and people with disability) linked to financing and markets 24 Hour economy developed	1. Construction of market boundary walls, market stalls/kiosks, sheds, floodlights, 2. modern market toilets 3. Lobby and monitor Construction of markets- 4. Setting up special economic zones 5. Develop infrastructure at strategic tourist sites 6. Promotion of Agro -tourism, media tourism and Conference tourism. 7. Map, develop and market tourist sites.

Goal 4: To encourage and monitor the establishment of programmes that cushion vulnerable groups in the Municipality

Strategic objective	Outputs	Key activities
To monitor the setting up of learning resources centers	Resources centers set up	1. Identify zones for resource centers 2. Construct and equip centers
To support and monitor TVET institution in line with trade and manufacturing	Equipped Vocational colleges	1. Identify vocational colleges 2. Equip colleges in line with industrial agenda 3. Create awareness among youth to enroll 4. Link colleges to industries

CHAPTER FIVE

IMPLEMENTATION FRAMEWORK MATRIX AND BUDGET

Programme 1: Urban Institutional Development									
Objective (s): 1. To improve governance within the municipality 2. To enhance service delivery excellence									
Outcome : 1.Enhanced public order, Local governance systems & Improved transparency and accountability in citizen engagement in decision making of urban government									
Sub-programme	Key Output	Baseline	Key performance indicators (KPIs)	Planned Targets					Budget in Million-Ksh
				2019/1 20	2020/2 1	2021/2 2	2022/2 23	2023/24	
Spu.1 Municipality Governance Structure	Operational Board	-	Number of Board meetings held annually	8	8	8	8	8	2.48
	Board sub-committees	-	Number of Board sub-committee meetings	24	24	24	24	24	1.26
	Operational Municipal administration	1	Number of offices established and equipped per year	3	15	5	5	5	10

	Automation of revenue collection	0	Number of machines purchased	0	0	20	20	10	15
	Purchase of motor vehicles		Number of vehicles purchased		1	0		1	14
	Lobby for the Establishment of Municipal court	-	Number of Courts per year	0	0	1		0	4

Sp 1.2 Capacity Building	Board Training	-	Number of trainings per year	5	4	4	4	4	10.5
	Staff Training	-	Number of staff trained	10	15	13	30	45	12.7
Sp 1.3 Public Participation	Citizen fora	2	Number of fora held per year	4	4	4	4	4	10
Sp 1.4 Plans and Policies	Plans, policies and by-laws		Number of plans, policies and by-laws prepared	3	3	3	3	3	7.5
								Total	83.44

Programme 2: Urban Infrastructure Development									
Objective: To enhance transport and infrastructure needs									
Outcomes									
1. Improved road network for municipality dwellers and user. 2.Enhanced economy									
Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					Budget (Ksh.) Millions
				2019/20	2020/21	2021/22	2022/23	2023/24	
Sp 2.1 Roads & Transport Infrastructure	Paved Parking lots	0	Number of Parking lots paved annually	300	200	200	200	100	30
	Paved roads	20	Number of KMs Paved annually	2	2	2	2	2	800
	Paved Walk-ways & Cycling Lanes	10.5	Number of KMs Paved annually	3	3	3	3	3	45
	Street Lights	30	Number of street lights installed	20	20	20	20	20	10
	CCTV	0	Number of Street Cameras Installed	0	20	20	20	20	16
	Traffic Lights	0	Number of traffic lights Installed per year	0	1	1	1	1	4

Sp 2.2 Water & Sewerage Infrastructure	Monitoring the installation of New Sewer line		Number of KMs constructed Per Year	0	1	2	2	5	10
	Monitoring the Installation of extension water Pipeline		Number of KMs constructed Per Year	1	3	4	4	8	10
Sp 2.3 Improving informal settlement Sp 2.4 Plans and policies	Paved roads	-	Number of kilometers paved per year	0	1	2	2	3	640
	Constructed sanitation blocks	-	Number of sanitation blocks	-	2	2	2	2	4
	Floodlights installed	4	Number of floodlights	0	2	2	2	2	40
	Street lights installed		Number of streetlights	0	5	5	5	5	2
	Formulation of plans and policies	0	Number of plans and policies formulated	3	3	3	3	3	7.5
								Total	1618.5

Program 3: Environmental Management									
Objectives: 1. To support pollution prevention; and Promote sustainable environmental protection and management									
Outcomes: 1. Improved health; 2. Enhanced cleanliness; and 3. Improved recycling and reuse practices at point of waste generation									
Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					Total Budget (Ksh.) Millions
				2019/20	2020/21	2021/22	2022/23	2023/24	
Sp 3.1 Solid waste management Environmental conservation	Specialized Garbage trucks	0	Number of specialized garbage trucks	1	1	1	1	1	50
	Garbage receptacles	-	Number of garbage receptacle installed annually	4	4	4	4	4	10
	Constructed incinerator	-	Number of incinerators constructed	0	0	1	1	1	15
	Revitalization of rivers	0	Number of rivers reclaimed in the municipality annually	0	0	1	0	0	10
	Afforestation		Number of trees Planted	6000	4000	4000	2000	2000	5.4
	Landscaping & beautification of streets	-	Number of streets improved	2	2	2	2	2	10
	Formulation of plans and policies	0	Number of Plans and policies	3	3	3	3	3	7.5
								Total	108.9

Programme 4: Trade and Enterprise Development									
Objectives: 1. To create employment opportunities 2. Promote sustainable industrial development									
Outcomes: Incubation of small businesses; Increased number of tourists to the Municipality; and Improved standards of living									
Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					Budget (Ksh.) Millions
				2019/20	2020/21	2021/22	2022/23	2023/24	
Sp 4.1 Improvement markets	Constructed modern market	1	Number of modern market constructed	0	1	1	1	1	200
	floodlights	-	Number of floodlights	-	2	2	3	3	50
Sp 4.2 Enterprise development	Capacity building of SMEs	-	Number of SMEs trained in business best practices	--	100	100	100	100	4
	Mapped tourism sites	-	Number of tourism guides developed	-	0	1	0	0	1
Sp 4.3 Tourism Development & Marketing	Develop tourist attraction sites	-	Number of tourist sites developed	-	0	0	1	0	5
								Total	260

Programme 5: Public Health and Social Services									
Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					Total Budget (Ksh.) Millions
				2019/20	2020/21	2021/22	2022/23	2023/24	
Sp 5.2 Monitoring of health services	Lobby for Newly Built & operational dispensaries	5	Number of newly built dispensaries	-	0	1	1	1	30
	Upgraded health facilities	-	Number of upgraded health facilities (Upgrading of dispensaries to health centers and upgrading of health centers to level four hospitals.)	-	0	2	2	1	50
Sp 5.1 Promotion preventive health	Media campaigns	-	Number of health promotion media campaigns	-	12	12	12	12	0.5
			Number of public health officers trained per year	-	5	5	5	5	1
								Total	81.5

Programme 6: Disaster management

Objectives:

1. To improve disaster preparedness
2. To safeguard and make available vital materials supplies and equipment to ensure the safety and reliable recovery predictable disasters

Outcomes 1.Enhanced efficiencies in emergency response

Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					
				2019/20	2020/21	2021/22	2022/23	2023/24	Budget (Ksh.) Millions
Sp 6.1 Disaster Response Investments	Emergency Fund	-	Amount of Fund Per Year (Ksh. Millions)	5	5	5	5	5	25
	Established, operational call and data center	-	Number of call and data center established	-0	0	0	1	0	5
	Fire engine purchased	-	Number of fire engines purchased	0	0	1	0	0	80
	Purchased ambulances	-	Number of ambulances purchased	0	0	1	1	1	3
	Modern fire station	-	Number of modern fire stations built	0	1	0	0	0	5
								Total	118

Programme 7: Promote and Monitor Literacy and Social Protection									
Objectives: To enhance literacy in the Municipality; and to safeguard the welfare of vulnerable groups including youth, PWD, women and street families									
Sub-programme	Key Output	Baseline	Key performance indicators	Planned Targets					Budget (Ksh.) Millions
				2019/20	2020/21	2021/22	2022/23	2023/24	
Monitoring of Literacy Improvement programmes	Lobby for Construction of new ECDE Classes	-	Number of new ECDE Classes per year	-	-	3	3	3	4.5
	Lobby for Equipment of ECDE(s)	-	Number of ECDE facilities equipped	0	0	5	5	5	3
	Educational Fund to the Needy	-	Amount(ksh) of fund allocated annually	0	0	10	10	10	30
	Lobby for Construction of village/technical institute		Number of new polytechnics workshops per Year	0	0	3	3	3	6
	Lobby for Construction of a public/community library		Number constructed	0	0	1	0	1	10
Social Protection	Lobby for Opening up of a university learning center		Number of centers established	0	0	0	1	1	10
	Establish a Safety net Fund	-	Amount(Ksh) of fund allocated annually	0	5	5	5	5	20
	Lobby for the Establishment of Rescue Center	-	Number of facilities established	0	0	0	1	1	20
Total								103.5	

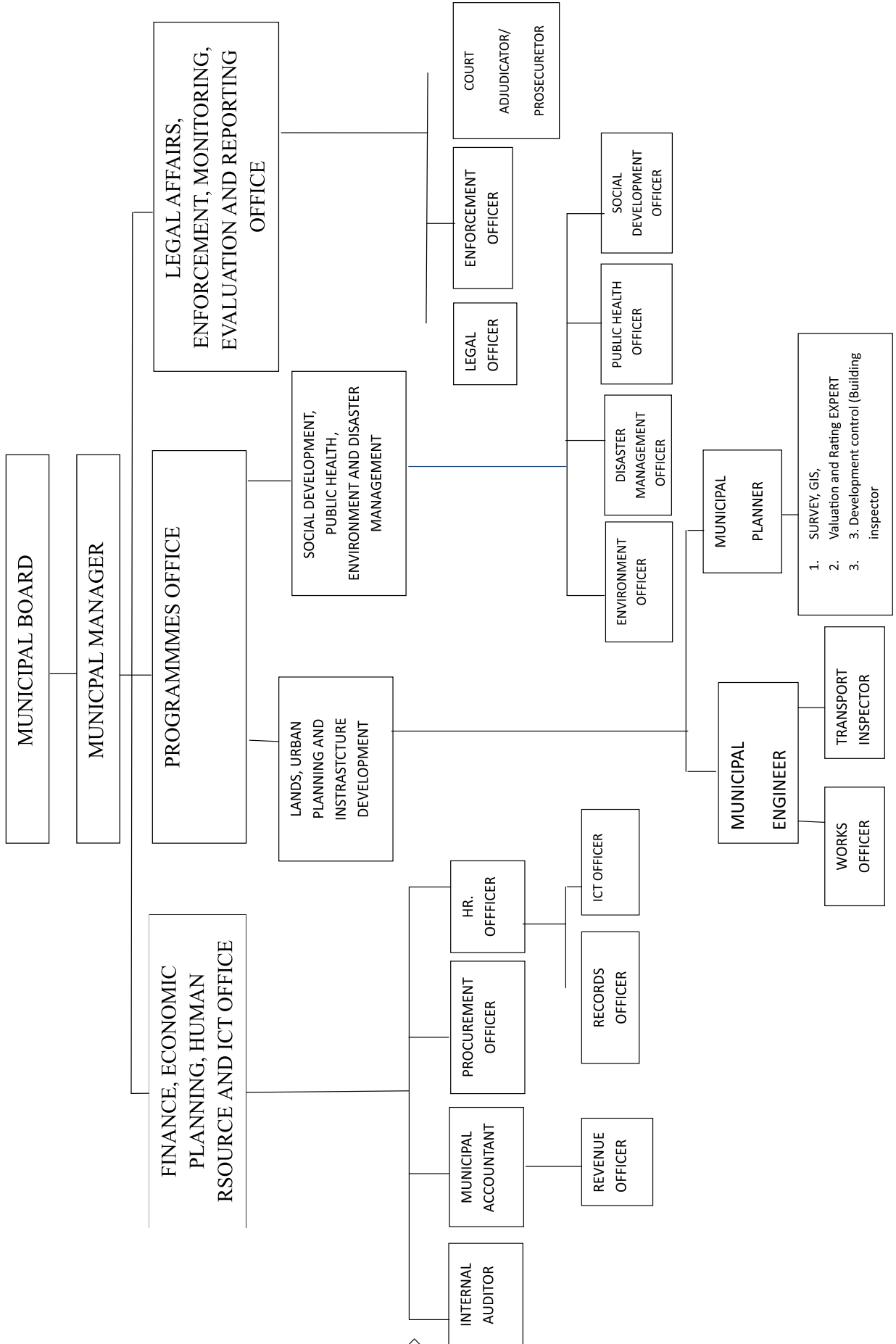
5.1 BUDGET SUMMARY

	Programmes	Cost in Million Shs
1.	Programme 1: Urban Institutional Development	83.44
2.	Programme 2: Urban Infrastructure Development	16180.5
3.	Program 3: Environmental Management	108.9
4.	Programme 4: Trade and Enterprise Development	260
5.	Programme 5: Public Health and Social Services	81.5
6.	Programme 6: Disaster management	118
7.	Programme 7: Literacy and Social Protection	103.5
	TOTAL	16,935.84

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ORGANOGRAM





AWENDO MUNICIPALITY

25/06/2020

STRATEGIC PLAN CONFERENCE ATTENDANCE LIST

S/NO	NAME	ID NO.	TELEPHONE NO.
1.	PETERLIS NYATOKA	6412278	0721584215
2.	MARTIN ONDONG'	11484895	0724427808
3.	E I. ODHIAMBO	4699683	0722245150
4.	JOHN OWUOR	3495650	0722245150
5.	ISABELLA ASAMBA	0287413	0722387002
6.	GLADYS SIAJI	3616082	0702920538
7.	JACK ABUYA	11045291	0725365189
8.	MANDELA N. OKONGO	28212165	0710375394
9.	ARTHUR ORANGI	22987153	0717492145
10.	DAVID ORE	26043016	0712701042
11.	MABEL ISOLIO	3829271	0722297030
12.	DENNIS OIRO	25285603	0726281233
13.	GEORGE O. GOGO	1551605	0720462324
14.	ROSELYNE A. ARUCHO	3998244	0720713946
15.	KOKEYO M.Y OWINO	4438744	0723251330
16.	ANNASTASIA MUTEVA	21009720	0720563439
17.	PHILIP ODERO	22168282	0727085104
18.	ACHOLA SAMWEL OKEYO	25744519	0728349173
19.	OKUMU JECINTER	28008588	0723511108
20.	BEN ROHIAHO	22616175	0723478124
21.	TOBIAS OUMA	20040000717	0721714111



AWENDO MUNICIPALITY

26/06/2020

STRATEGIC PLAN CONFERENCE ATTENDANCE LIST

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4.	JOHN OWUOR	3495650	0722245150
5.	ISABELLA ASAMBA	0287413	0722387002
6.	GLADYS SIAJI	3616082	0702920538
7.	JACK ABUYA	11045291	0725365189
8.	MANDELA N. OKONGO	28212165	0710375394
9.	ARTHUR ORANGI	22987153	0717492145
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19.	OKUMU JECINTER	28008588	0723511108
20.	BEN ROHIAHO	22616175	0723478124
21.	TOBIAS OUMA	20040000717	0721714111
22.	STEPHEN NYAINDA	27449195	0726714100
23.	OURE ERICK	27449498	0711760725
24.	PAULINE AMOLLO		0713009755



AWENDO MUNICIPALITY

24/06/2020

STRATEGIC PLAN CONFERENCE ATTENDANCE LIST

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4.	ARTHUR ORANGI	22987153	0717492145
5.	JOHN OWUOR	3495650	0722245150
6.	ROSELYNE A. ARUCHO	3998244	0720713946
7.	GEORGE OBUYA GOGO	1551605	0720462324
8.	HON KOKEYO MORNICA	4438744	0723251330
9.	DAVID ORE	26043016	0712701042
10.	ANNASTASIA MUTEVA	21009720	0720563439
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17.	GLADYS SIAJI	3616082	0702920538
18.	E.I ODHIAMBO	4699683	0722245150
19.	STEPHEN NYAINDA	27449195	0726714100
20.	MANDELA N. OKONGO	28212165	0710375394
21.	ERICK OURE	27449498	0711760725
22.	BENARD ODHIAMBO	22640776	0723478124
23.	TOBIAS ONYANGO		0795944787



AWENDO MUNICIPALITY

23/06/2020

STRATEGIC PLAN CONFERENCE ATTENDANCE LIST

S/NO	NAME	ID NO.	TELEPHONE NO.
1.	MARTIN ONDONG'	11484895	0724427808
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6.	DAVID ORE	26043016	0712701042
7.	ARTHUR ORANGI	22987153	0717492145
8.	PETERLIS NYATOKA	6412278	0721584215
9.	JOHN OWUOR	3495650	0722245150
10.	ANNASTASIA MUTEVA	21009720	0720563439
11.	MANDELA N. OKONGO	28212165	0710375394
12.	E.I ODHIAMBO	4699683	0722245150
13.	OKUMU A. JECINTER	28008588	0723511108
14.	TOBIAS OUMA	6913176	
15.	ACHOLA SAMWEL OKEYO	25744519	0728349173
16.	STEPHEN NYAINDA	27449195	0726714100



AWENDO MUNICIPALITY

22/06/2020

STRATEGIC PLAN CONFERENCE ATTENDANCE LIST

S/NO	NAME	ID NO.	TELEPHONE NO.
1.	PETERLIS NYATOKA	6412278	0721584215
2.	MARTIN ONDONG'	11484895	0724427808
3.	E.I ODHIAMBO	4699683	0722245150
4.	JOHN OWUOR	3495650	0722245150
5.	HON KOKEYO MORNICA	4438744	0723251330
6.	ROSELYNE A. ARUCHO	3998244	0720713946
7.	GEORGE OBUYA GOGO	1551605	0720462324
8.	PHILIP ODERO	22168282	0727085104
9.	ANNASTASIA MUTEVA	21009720	0720563439
10.	DAVID ORE	26043016	0712701042
11.	ARTHUR ORANGI	22987153	0717492145
12.	DENNIS OIRO	25285603	0726281233
13.	MANDELA N. OKONGO	28212165	0710375394
14.	ACHOLA SAMWEL OKEYO	25744519	0728349173
15.	OKUMU A. JECINTER	28008588	0723511108
16.	STEPHEN NYAINDA	27449195	0726714100
17.	BENARD ODHIAMBO		
18.	TOBIAS OUMA	6913176	0795944707



AWENDO MUNICIPALITY

Strategic Plan

2020-2025

