



THE REPUBLIC OF KENYA

# Strategic Investment Plan

## 2013-2018



P.O. Box 19-20400,  
Bomet, Kenya

## FOREWORD

The County Government of Bomet has made significant strides in putting in place the necessary measures to enhance service delivery to the residents of Bomet. It has now become necessary for the County Government of Bomet to develop a strategic plan to guide it in further developments in the coming years. The overall goal of the county strategic plan is to provide a road map that sets a clear agenda and priorities to foster socio-economic development and prosperity of the County of Bomet; and to promote the attainment of equitable enjoyment of a high quality of life and dignity for all its citizenry. The other objectives are to:

- ❑ Facilitate effective implementation of the County Government's mandate, grounded on good governance, transparency and accountability; and the continued cooperation and partnerships at the national level, with the private sector and development partners; and;
- ❑ Harness increased participation of the residents, the private sector, and development partners (bilateral and multilateral) in the County's development agenda.

This Strategic Plan has been developed through a process of wide consultations with all stakeholders including the Executive Committee, heads of departments and with the generous support from the Financial Inclusion for Rural Enterprises (FIRM) project of USAID. The strategic plan as documented herein, therefore, captures the County Government's strategic objectives and plans for the 2013-2018.

The full implementation of this strategic plan will considerably improve service delivery to the people of Bomet County. It will also serve as a catalyst for economic growth in the County of Bomet, thereby contributing to national economic growth targets. The proposed interventions and programmes to be implemented in the County is expected to provide solutions to challenges facing the key sectors within the county including agriculture, environment, industry, health, education, social and cultural resource utilization.

The implementation of this Strategic plan calls for support from the County Government of Bomet, the people of Bomet County, the private sector and other stakeholders. Among these stakeholders will be Development partners. The Development partners will be expected to support the growth and strategic direction of the County Government through resource facilitation. Finally, the County Government will expect participatory community involvement and private sector linkages to facilitate growth of the economy and improvement in service delivery.

**H.E. HON. ISAAC K. RUTO, EGH**  
**GOVERNOR BOMET COUNTY**

## EXECUTIVE SUMMARY

The Bomet County strategic plan covers the period 2013-2018, and analyzes the current and planned development initiatives in order to assess and identify gaps and barriers to socio-economic development. The strategic plan builds on and is fully in alignment with the County Integrated Development Plan (CIDP), which was generated through a county-wide consultative process.

The Strategic Plan identifies four themes around which the strategic interventions are organized. **The first theme** is to unlock the growth potential of the productive sectors of the Bomet economy. In this regard, agriculture is identified as the strategic entry point for the County's development agenda. . The County strategic plan therefore envisages that increased agricultural production and productivity will not only raise incomes for the majority of the people of Bomet, but also contribute to the County's economic development agenda and growth targets. Furthermore, the other productive sectors of trade and industry are linked to agriculture through the value-chain approach of promoting agribusiness and value addition within the county as a key plank of the strategic plan. The strategic plan identifies cooperatives as the most effective vehicle to organize producer units in order to take advantage of economies of scale and facilitate better **access to finance**, inputs and technology, and markets. The mechanism will also allow for the provision of a range of entrepreneurship skill development, extension services, and knowledge sharing across the identified value chains.

**The second thematic area** of the strategic plan articulates infrastructure, energy, technology and innovation, as well as land reforms and urban planning as the foundation of long term economic and socio-political growth and stability of the county development agenda. Poor infrastructure is identified as a major constraint to doing business, and access to infrastructure is therefore a necessity to improving the livelihoods by people living rural areas, and in particular farmers. **The third theme focuses on enhancing the delivery of social services**; notably education; health; water & sanitation; and social welfare services

The fourth thematic area covers the **resource mobilisation strategy**; a **monitoring and evaluation framework** with specific metrics to regularly and consistently measure progress and impacts of the interventions, and to ensure that activities are on track and effective in achieving Bomet County's development aspirations; and an implementation log frame elaborating specific activities, measurable indicators, outputs, and outcomes; and reflecting the theory of change as to how the proposed investment will impact on the County's growth and sustainability. Funding from development partners and other stakeholders, including AMFI members, for special activities which are aligned to the broader strategy will continue but is not expected to contribute to the core budget.

An important cross-cutting theme for the County will be to forge **Strategic Partnerships** with a range and players, including the private sector, the national government; various research institutions and development partners in order to leverage on the current successes to effectively connect production units to new technologies, new knowledge, funding, and markets.

Finally, this strategic plan provides a road map and clear interventions and priorities to foster socio-economic development and prosperity of the County of Bomet; and to promote the attainment of equitable enjoyment of a high quality of life and dignity for all its citizenry.

## CHAPTER 1: INTRODUCTION

### Background

The Constitution of Kenya 2010 creates a two-tier system of government, a national government and 47 devolved county governments. Under this system, the County Government of Bomet has been established to promote social and economic development through the provision of proximate, easily accessible services throughout the County. To this end, the County Government of Bomet developed a County Integrated Development Plan (CIDP), which provides a framework to facilitate focused efficient and effective deployment of scarce resources, and for addressing the county mandates. As required by law, the CIDP was developed in consultation with citizens across the twenty-five wards of the county, an exercise that provided citizens an opportunity to participate in identifying their development priorities.

The CIDP is further anchored on Vision 2030, Kenya's economic blueprint for transforming the country into a newly industrialized, middle-income country by 2030. Vision 2030 is organized around three pillars - Economic, Social and Political pillars. The "Economic Pillar" of Vision 2030 aims to lift Kenya into the ranks of middle-income countries by 2030 by generating annual real GDP growth of 10% consistently up to 2030. Among the key sectors of focus under the economic "pillar" include increasing agricultural productivity and value-addition; raising the volume and value of trade through formal channels; increasing the share of manufacturing through restructuring and agro-processing industries; strategies to raise the contribution of tourism four-fold; and to "create a vibrant and globally competitive financial sector, driving high levels of savings and financing Kenya's investment needs, and an increased mobilization of savings from 44 percent (in 2008) to 80 percent of GDP. The first five-year phase of Vision 2030 (July 2008-June 2013) called for massive investment of about US\$20bn towards a range of flagship projects in different sectors, including resort cities to boost tourism, a free-trade port, special industrial zones, and science and technology parks, as well as the construction of new infrastructure links. Progress has however been very slow and most projects remain at the planning stage because of funding shortfalls and the need for new legislation in some cases. The second five-year phase of the Vision 2030 (running between 2013 to 2018) will attempt to push the projects forward, while also focusing on the mining and hydrocarbons sectors, including the passage of new legislation to provide a framework for natural resource exploitation. Although the targets are increasingly looking overambitious, Vision 2030 nevertheless provides an important framework for County governments to develop and align their development agenda and targets. This strategic plan therefore aligns the key interventions to Vision 2030.

Vision 2030 also has a "Social pillar", which seeks to "build a just and cohesive society with social equity and in a clean and secure environment". The main sectors under this pillar include education and skills enhancement, health, water and irrigation, environment and natural resource management, housing and urbanization, gender, sports, youth, and improved

security. The “social pillar” provides a positive statement of intent and was devised with private-sector input, and forms a useful reference for the strategic priorities and interventions identified in this strategic plan.

The third pillar, the “political pillar” seeks to entrench democratic systems, institutions, values and the rule of law and the protection of the fundamental rights and freedoms of every individual in the Kenyan society, and various policy reform agenda. Devolution is a direct off-shoot of this pillar.

This Strategic Plan therefore is anchored in the Constitution of Kenya 2010, while the priority areas are aligned to Vision 2030, and the CIDP. The strategic plan provides the framework and road map for the growth and prosperity of the County of Bomet. It establishes a specific set of priorities and development agenda to be implemented by the County government of Bomet to fulfill the aspirations of the people of Bomet. Broadly speaking, the Strategic plan seeks to address the following questions: How can Bomet County operationalize its vision and mission; and how can the County apply the available resources, monitor the implementation, mitigate risks and communicate the process and results to the citizenry and relevant stakeholders?

This strategic plan sets out Bomet County’s ambitions for accelerated economic growth; proposals for realising these ambitions; and identifies the priority opportunities of the “Growth Deal” with the national government, the private sector and development partners under the private-public-partnership framework investment programme. The strategic plan is organized into six main chapters: Chapter 1 introduces the background to developing the strategic plan, and highlights how the strategy is linked to Vision 2030, the CIDP, and the Constitution of Kenya 2010. Chapter 2 presents the situational analysis of Bomet County both from the internal and external perspectives, and highlights the challenges experienced by the County. Chapter 3 outlines the strategic objectives, Vision, and Mission statements of the County; while Chapter 4 elaborates the priority interventions that will drive the County’s development agenda in the next five years. Chapter 5 defines the framework for implementation coordination, monitoring and evaluation, and Chapter 6 builds the case for sustainable resource mobilization for Bomet County into future.

The Implementation Matrix indicating the specific priority interventions including responsible actors, time frame, targets, performance indicators and budget estimates required in the next 5 years will be developed by respective departmental teams.

## CHAPTER 2: SITUATIONAL ANALYSIS

Bomet County is located in the South Rift region of Kenya, and covers an area of 2037.4 square kilometers. It borders four counties, namely: Nakuru to the North East, Kericho to the North, Nyamira to the West and Narok to the South.

More than 80% of the land is arable, with the higher altitudes in the north eastern parts of the county being particularly suitable for tea and dairy farming; while the middle part of the county is suitable for tea, maize, pyrethrum and coffee. In the southern parts of the county such as Sigor and parts of Longisa, the main economic activity is livestock production, while milk production is a major economic activity in Sotik sub-county. The County has an abundance of water resources including several rivers, dams and pans, and enjoys even distribution of rainfall throughout the year. Bomet County receives an annual rainfall, ranging between 1000 and 1400mm. The highest rainfall in the county is in the lower highland zone, while the upper midland zone experiences uniform rainfall; with the upper midland zone on the southern part of the county receiving relatively lower rainfall.

The favourable climatic conditions, arable land and good rainfall underline the importance of agriculture and livestock production are main economic activities of the county. The main crops include maize, tea, pyrethrum, potatoes, fruit, horticulture and livestock include cattle, goats and poultry. Accordingly, Agriculture has been identified as the strategic entry point for the County's development agenda. In view of the strategic goal of promoting agribusiness within the county, a clear value addition/value-chain approach to support key agents in agricultural production, processing and marketing forms a key plank of the strategy.

### INSTITUTIONAL FRAMEWORK

Bomet County is divided into five (5) Constituencies (Sub-Counties), 25 wards, 67 locations and 176 sub-locations shown in Table 1. The locations and sub-locations are administrative units of the national government, while the County government is mandated to pass legislation to create villages which are the lowest Administrative Units of the county as provided by the *County Government Act, 2012*.

Table1: Administrative Units

Constituency (Sub- county)	Wards	Area in km2	No. Location s	No. Sub- locations
Bomet Central	Silibwet, Singorwet, Ndaraweta, Chesoan and Mutarakwa	266	8	23
Bomet East	Longisa, Kembu, Chemaner, Merigi and Kipreres	311.3	10	27

Chepalungu	Sigor, Kongasis, Chebunyo, Nyongoresand Siongiroi	535.8	15	42
Sotik	Ndanai/Abosi, Kipsonoi, Kapletundo, Chemagel and Manaret/Rongena	479.2	17	36
Konoin	Kimulot, Mogogosiek, Boito, Embomos and Chepchabas	445.1	16	37
	<b>Total</b>	<b>2037.4</b>	<b>67</b>	<b>176</b>

The institutional framework for implementation of County Government functions is anchored in the *County Government Act 2012*. The County organs comprise of two distinct institutions namely; the Legislature comprising of the County Assembly, the County Assembly Service Board and other structures below it; and the Executive headed H.E. the Governor and H.E. the Deputy Governor. The overall objective of the County Assembly is to ensure that all required legislations of the County are enacted effectively for the efficient functioning of the Organs and Institutions of the County. The key challenges of the County Assembly include capacity constraints arising from lack of sufficient information to enact demand driven legislations, and competing political interests that may often impact on the prioritization of key interventions.

The two institutional organs provide a link with the National Government and are expected to relate and work in cohesive way for successful implementation of the prioritized projects and programme activities. The day-to-day County management structure is organized around the following sectors:

**a) Economic and Finance sector**

- Finance, ICT and Economic Planning
- Trade, Energy, Tourism and Industry

**b) Agricultural sector**

- Agribusiness and Cooperatives
- Water and Irrigation
- Environment and Natural Resources

**c) Social sector**

- Health and Sanitation
- Education, Vocational Training, Sports and Youth
- Children Affairs and Social Services

**d) Infrastructure sector**

- Roads, Public Works and Transport
- Lands, Housing and Urban Development

**e) Administration and Legal sector**

- Administration and County Attorney



Bomet County had an estimated at 723,813 people according to the 2009 Population and Housing Census, which was projected to reach 782,531 in 2012 and 846,012 in 2015, and at an estimated population growth rate of 2.3 per cent to 891,168 by 2017. The rapid population growth is exerting pressure on the existing infrastructure and provision of services, and on the economy, thereby limiting prospects for increased production and savings in the county. Poverty levels in Bomet County are estimated at 46 percent, and as a result, poverty is a major challenge and a lot still needs to be done to stimulate opportunities for wealth creation so as to alleviate poverty, including enhanced investment in basic social services. The map below shows the relative poverty levels within the County:

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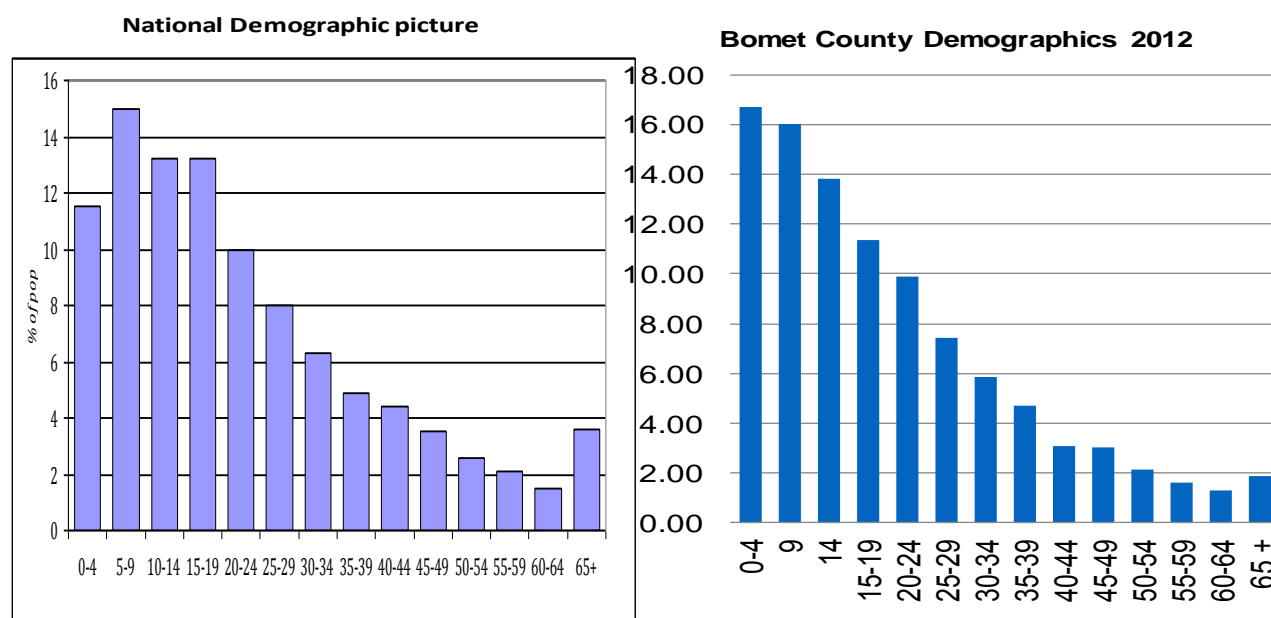
The County has an estimated labour force of 390,196, representing 50.2 percent of total county population; while the population under the age of 34 is estimated at 586,746 and constitutes over eighty percent of the total population. Some 160,583 persons are unemployed, representing 44 percent of the total labour force. The threat of increasing



unemployment especially among the youth represents a major challenge to the County's socio-economic cohesion and development agenda.

The diagram below shows the distribution of the population in Bomet, and the youth bulge:

## Demographics - the youth bulge



## STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

Strengths	Recommended Strategic interventions
<ul style="list-style-type: none"> <li>Strong political leadership and commitment to devolution.</li> <li>A young and growing population that provides a strong labour force</li> <li>Rich endowment of natural resources and conducive climate</li> <li>A relatively educated and trained human resource base.</li> <li>Established and operational county organizational structure, and coordinating functions</li> <li>Growing interest and good-will from the private</li> </ul>	<ul style="list-style-type: none"> <li>Promoting inclusive governance by fostering active participation of the citizenry, private sector and partners in decision making and in the identification, validation and implementation of projects</li> <li>Initiate programmes that encourage youth participation in economic activity</li> <li>Prioritizing intervention programmes for efficient use of existing local resources.</li> <li>Enhance the capacity of the existing structures and personnel in the county</li> <li>Build capacity of the county government to</li> </ul>

<p>sector, citizenry and development partners on county development matters</p> <ul style="list-style-type: none"> <li>• Easy access to Nairobi</li> </ul>	<p>originate and implement Private Public Partnership</p> <ul style="list-style-type: none"> <li>• Generate and publish information on potential opportunities and market linkages with other counties</li> </ul>
<b>Weaknesses</b>	<b>Recommended Strategic interventions</b>
<ul style="list-style-type: none"> <li>• Relatively young and learning county government</li> <li>• Limited options for raising resources to implement county development projects</li> <li>• Slow implementation of county projects due in part to capacity and budgetary constraints</li> <li>• Widespread unemployment, especially the youth - 44% of the total workforce is unemployed</li> <li>• Notable income disparities between sub-counties and among individuals</li> <li>• Poor and underdeveloped infrastructure - only 13% of roads are bitumen, while 87% are earth or gravel, the latter are inaccessible during rains</li> <li>• County economy dependent on rain fed agriculture</li> <li>• Low productivity due to poor crop husbandry practices, use of uncertified seeds and inadequate fertilizer</li> <li>• Poor access to financial services</li> <li>• Limited entrepreneurial and management skills</li> <li>• Low ratios of specialized skills (doctors, nurses, teachers, engineers, etc)</li> <li>• Inadequate safety net for the vulnerable members of society</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperate with partners and the private sector to promote adoption of relevant technology and MSIS systems in the county</li> <li>• Strengthen revenue collection and leverage on the various options for mobilizing diverse resource for effective implementation of county development projects</li> <li>• Prioritize development of appropriate policies, guidelines, manuals etc. to support implementation</li> <li>• Promote diversification into non-traditional crops and production methods including irrigation</li> <li>• Prioritize interventions targeting high value-addition potential activities such as dairy and potatoes</li> <li>• Identify priority roads for upgrading to open up and link access markets</li> <li>• Enhance access to appropriate inputs, know-how and finance to farmers</li> <li>• Promote inclusive interventions focusing on economic empowerment of youth and women</li> <li>• Strengthen the governance of SACCOs through training and regulation to improve access to financial services to producer groups</li> <li>• Promote technical and vocational training, mentorship programmes and entrepreneurship training to enhance productivity</li> <li>• Create incentives to attract and retain specialized skilled professionals to work in the county</li> <li>• Tap into the national governments and other partners' cash-transfer programmes to increase numbers of vulnerable households reached</li> </ul>
<b>Opportunities</b>	<b>Recommended Strategic interventions</b>
<ul style="list-style-type: none"> <li>• Supportive and interested multi-lateral development partners</li> <li>• Opportunities to collaborate and cooperate with neighbouring counties.</li> <li>• Access to more affordable modern technology</li> <li>• About 30% of the population is aged 15-29 years - a substantive workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Build and promote best relations with supportive multilateral and other development partners to source technical and financial resources for successful implementation of the county's development agenda</li> <li>• Promote cooperation with other counties to spearhead opportunities of mutual benefit</li> <li>• Leverage on expanded ICT and mobile coverage to promote efficiencies in all sectors</li> </ul>

<ul style="list-style-type: none"> <li>• Over 90% of the county is covered by mobile networks</li> <li>• A large proportion of about 85% of the total land area is arable</li> <li>• Existence of huge grain storage silos with a capacity to hold increased maize output</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize interventions that dramatically agricultural yields</li> <li>• Strengthen institutional capacities of SACCOS</li> </ul>
<b>Threats</b>	<b>Recommended Strategic interventions</b>
<ul style="list-style-type: none"> <li>• High poverty incidence of 51% and a wide range from 16-85% Chepchabas ward has the least incidence (16-29%), Sigor, and Kiprere wards have 58-71% poverty rate</li> <li>• Insufficient support, facilities and provisions to productive sectors</li> <li>• Global warming and environmental degradation &amp; encroachment on forests</li> <li>• Political interference could lead to instability in the governance of the county</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize county specific flagship programmes to address relative differentials in the economic potential of the wards</li> <li>• Design and implement strategies to substantially minimize the impacts of global warming and environmental degradation.</li> <li>• Legislation and enforcement of policies that foster urban development</li> </ul>

## CHAPTER 3: GOALS & STRATEGIC OBJECTIVES

The overall goal of the County Strategic Plan is to provide a road map that sets a clear agenda and priorities to foster socio-economic development and prosperity of the County of Bomet; and to promote the attainment of equitable enjoyment of a high quality of life and dignity for all its citizenry. The other objectives are to:

- ❑ Facilitate effective implementation of the County Government's mandate, grounded on good governance, transparency and accountability; and the continued cooperation and partnerships at the national level, with the private sector and development partners;
- ❑ Harness increased participation of the residents, the private sector, and development partners (bilateral and multilateral) in the County's development agenda;
- ❑ The strategic plan will support devolution of power and authority to County organs and institutions consistent with the constitutional provisions and commensurate with the County-level agenda;

### VISION, MISSION, CORE VALUES

## Bomet County Vision & Mission



### Vision...

- ❑ To be a prosperous and competitive county in economic, social and political development offering high quality services to its people

### Mission...

- ❑ To transform the livelihoods of Bomet County residents through innovative and dynamic leadership, efficient and effective mechanisms, viable partnerships while ensuring equity, integrity and community participation in a clean, secure and sustainable environment

## VALUES:

- Fairness and equal opportunity for all citizens
- Guarantee freedom and liberty in the pursuit of happiness
- Efficient use of scarce resources
- Share common goals, aspirations, and interests

## The specific objectives of the Strategic Plan are to:

- o Analyze current and planned initiatives and assess gaps
- o Identify barriers to Socio-economic development
- o Describe the priority programmes and activities to achieve the objectives
- o Define and quantify County Development KPIs
- o Establish the management structure of this strategic plan
- o Define the implementation plan and priority projects

## KEY SUCCESS FACTORS

The key success factors for successful implementation of County strategic plan include:

- Effective communication:** ensuring that all key stakeholders, particularly those involved in its implementation, understand the strategy and have interpreted it into appropriate action plans.
- Political Goodwill & Leadership:** Both the Executive and Legislative arms of the County government will need to demonstrate commitment and passion to the strategic plan and will be required to lead its implementation.
- Consultative and participatory approach in implementation** of the strategic plan is crucial for the citizenry-buy-in through communicating value that the County government will be adding to their lives
- Timely implementation** of activities
- Primary focus on implementation of activities that citizens value most** rather than those driven by other parties
- Monitoring and evaluation:** Regular review, performance management and measurement and reporting.

- vii. **Collaboration and strategic partnerships** with the national government, the private sector, and development partners to ensure high quality services to the people of Bomet.

### Criteria for Prioritization of Strategic Interventions

The prioritization of strategic interventions in the County of Bomet will be based on the consideration of the interventions with the potential to:

- a) Improve the productive capacities of County Resources
- b) Create employment opportunities
- c) Enhance food security and livelihoods
- d) Increase wealth creation and contribute to rapid economic growth
- e) Have an extensive reach and economically viable
- f) Are inclusive and impact on marginalized segments of the society
- g) Amenable to technology application for greater efficiency gains
- h) Have the capacity to leverage on and attract strategic partners (private, public, research institutions, grants, etc)
- i) Aligned to the resource base of the county

Accordingly, the priority areas of intervention envisaged in this strategic plan are organized around four themes as illustrated below:

### KEY STRATEGIC THEMES



## CHAPTER 4: PRIORITY INTERVENTIONS FOR THE PERIOD 2013 - 2018

The County Strategic Plan will focus on those projects and programmes that are feasible in the next five years and have the potential for immediate impact in changing livelihoods for the people of Bomet. Furthermore, these priority interventions are anchored on Vision 2030 and are consistent with the various policy documents, notably, the MTEF, the CIDP and other development consultations at the devolved government; and are guided by the international Millennium Development Goals (MDGs) standards for alleviating poverty. The bulk of the activities will be implemented at the county level alongside the development agenda while a limited number will be implemented in selected wards and sub-counties guided by need and availability of resources.

### **THEME ONE: UNLOCK THE GROWTH POTENTIAL OF THE PRODUCTIVE SECTORS**

#### **1. Agriculture and Agribusiness**

Bomet County has abundant water resources and even distribution of rain almost throughout the year with a lower threshold of 1000mm per annum. As such, rain-fed agriculture remains the predominant economic preoccupation in the county. Tea, dairy and maize farming are the leading income earners for the residents. Although Bomet is characterized by rich agricultural soils that support a range of crops, most farmers continue to focus on maize farming with limited diversification into emerging crops such potatoes and horticulture. In particular, horticulture has the potential to productively engage women and youth as maize production and sale is dominated by men. Limited use of modern technologies for production, poor post harvest storage, failure to adopt drought resistant varieties, adulterated and low application of inputs, poor soils and limited access to agro-financing has resulted in poor yields. Farmers produce as low as 10 bags per acre yet the yield in comparative high potential areas averages 40 bags per acre. The county produces 500,000 bags of maize against 800,000 bags consumed in the county, which makes it a net importer of maize. Furthermore the county has a new maize milling factory that is operating below capacity given that it requires 500,000 bags at full-capacity.

30-45% of the total household income is dependent on livestock, and in particular dairy production. However, access to quality veterinary and extension services is a key challenge facing many farmers. The dairy sector is characterized with poor nutrition owing to inadequate feeds, limited knowledge and adoption of modern dairy techniques, poor breeding, poor surveillance and high disease outbreaks. As a result, the yield per cow averages 3 litres per day. In addition, marketing of dairy products is a challenge; farmers are unable to cope with milk-glut during the rainy season and many are exploited by middle men given that the bulk is sold through informal channels.

In the fisheries sub-sector, Bomet has unexploited potential owing to availability of abundant water resources. Although the rivers and dams can support large stocks of fish only about 5% of the latter and 2% of the former is tapped, mainly for local consumption. There is also the huge potential for fish-farming to boost overall production. Through the Economic Recovery Poverty Alleviation and Rural Development programme Bomet has 1,300 ponds of which 80%



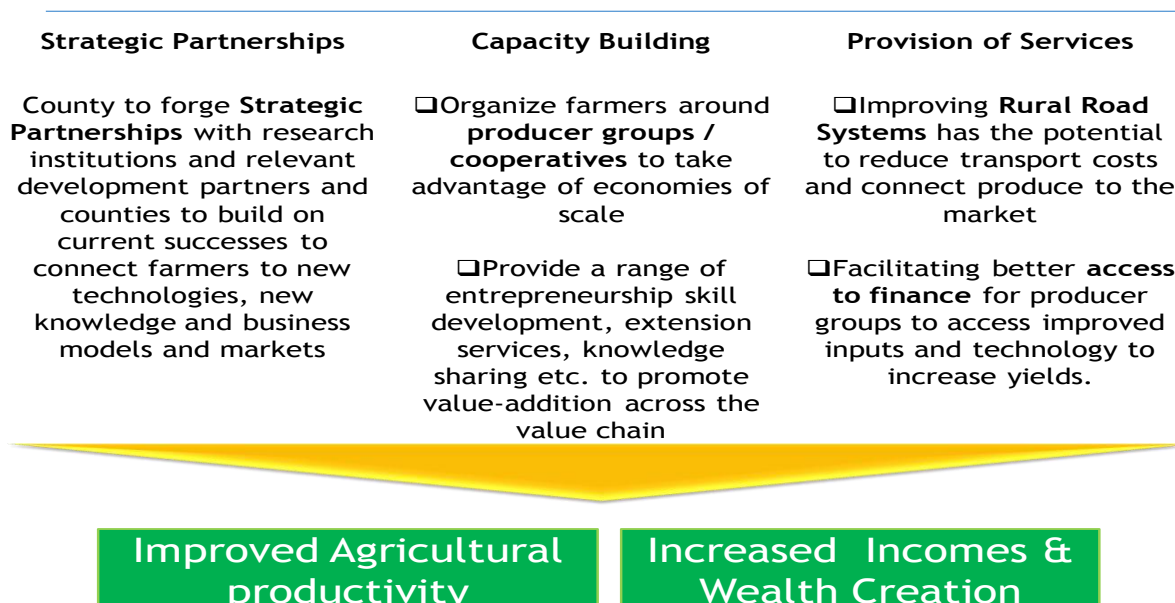
are operational and over 30 dams stocked with fingerlings. The annual production is 53,140 kgs of tilapia mainly from fish ponds. The sector faces two critical challenges, namely low production and poor access to markets. The County has launched campaigns to promote a fish-eating-culture and basic processing in a bid to expand the market for fish and production. Promotion of an economical viable fishery sector will contribute towards food security, create employment and improve household incomes.

Accordingly, agriculture productivity and agribusiness will receive more serious attention by the County Government of Bomet over the next five years to tap the huge potential the sector for income generation, wealth creation and sustainable food security. The strategic plan defines the following objectives and targets for Agriculture in the period 2013-18:

#### **Goals for 2013-18**

- Increase the average yield to 40 bags of maize per acre;
- Attain a yield of 6 kgs of milk per cow per day;
- Improve extension services to a ratio of 1:400;
- Increase potato acreage substantially and improve yield to an average of 150 bags per ha;
- Increase acreage under horticulture by 50 ha per year ( indigenous & export vegetables);
- Strengthen the County Agricultural Research & Development capacity through collaboration with research leading agricultural research institutions;
- Identify successful organizational models and strengthen producer groups to benefit from economies of scale and set corporate governance standards across the board; and
- Improve access to a range of financial and non-financial services to farmers by strengthening the governance of SACCOs through training and regulation.

## Unlocking productivity & profitability through Agribusiness



The priority areas of intervention to achieve the strategic objective of increasing agricultural productivity are consistent with the scope outlined in the CIDP, and guided by principles of ability to impact on the majority of residents and improve livelihoods, as follows:

**Strategic Objective 1: Enhance agricultural productivity and value addition for increased incomes, wealth creation and sustainable food security:**

**Priority Area A:** Enhance agribusiness through improved productivity and value addition

The key challenges in the Cooperative sector can be summarized as **Skills; Governance; and Funding**.

The recommended interventions include:

- Develop appropriate policy and legal framework, standards and guidelines to stimulate improved management & performance of the cooperative sector;
- Establish cooperatives for each priority production group/activity identified, and strengthen corporate governance structures;
- Support value addition by cooperatives for improved incomes and market access; and
- Improve access to credit access for farmers and cooperatives societies.

**Priority area B: Support commercialization of the dairy sector**

The key challenges in the dairy sector can be summarized as **Nutrition, Health and Markets**. The recommended interventions include:

- a) Develop appropriate policies, standards and guidelines to stimulate improved performance of the dairy sector;
- b) Establish a Breeding selection and multiplication farm/programme to promote high yielding dairy cattle in the County;
- c) Support innovative fodder production methods for dairy farmers, including a co-operative approach to leasing land for large scale production of Hay in Bomet County;
- d) Identify and establish farmers' service hubs where required, and construct cooling facilities to enhance value addition for milk;
- e) Develop surveillance systems to monitor and control disease outbreaks;
- f) Recruit and deploy additional extension officers to attain the proposed ratio of **1:400**;
- g) Provide subsidies to improve access to and delivery of veterinary services, including vaccines, artificial insemination and embryo transfer technology;
- h) Revive dairy cooperatives and strengthen the governance structures to facilitate service delivery to farmers;
- i) Conduct study on viable value-addition dairy products and provide incentives for production; and
- j) Identify and engage strategic partners and leading actors in dairy sector (including FAO, WFP, Heifer International etc), and link them to farmers' groups for high-value technical and capacity building services.

#### **Priority area C: Increase productivity and close the yield-gap for Maize**

The key challenges in the Maize sector can be summarized as **Inputs, Yields and Extension**. The recommended interventions include:

- a) Facilitate soil testing at the ward level to inform suitable inputs and crop varieties;
- b) Promote access to certified seeds and appropriate inputs through bulk sourcing, subsidies and farmer sensitization campaigns;
- c) Promote an accreditation system and regulate agro dealers to eliminate sale of adulterated inputs from the market;
- d) Intensify provision of extension services to maize farmers to improve yields and service delivery;
- e) Establish a laboratory and an early warning system for disease and pest control;
- f) Establish a market intelligence system to monitor markets, prices and inputs;
- g) Promote effective maize drying and storage techniques at farm level including warehouse receipting, training and improved access to preservatives; and
- h) Facilitate improved access to finance through farmers' groups and other innovative approaches.

#### **Priority area D: Diversify into and expand potato farming**

The key challenges in the potato sector are **Availability of approved seed, Know-how, and Markets**. Recommended interventions include:

- a) Support development of appropriate potato seed by establishing linkages with leading research institutions (e.g. CDI, CIP, FAO) and other strategic partners;
- b) Procure certified seed for distribution to model farmer groups/cooperatives;
- c) Facilitate trainings for potato seed multiplication by model farmers;
- d) Develop a diversification strategy to promote expansion of potato crop acreage;

- e) Provide farmers' training programmes on potato crop management;
- f) Conduct market intelligence and provide regular information to farmers on the market; and
- g) Conduct a feasibility study to assess the economic variability of a potato value-addition factory.

#### **Priority area E: Diversify into emerging horticulture and other alternate farming**

Recommended interventions include:

- a) Conduct rapid assessment to inform the most suitable crops and horticultural potential for Bomet County;
- b) Establish linkages with national horticulture associations and exporters to support quick adoption of emerging horticulture crops in Bomet;
- c) Partner with reputable providers and promoters of greenhouse technologies (e.g. AMIRAN & the Embassy of Israel) to secure appropriate farmers' kits, training and exposure programmes;
- d) Establish partnerships with national and international research institutions to secure high-value seed varieties and tissue culture technology for all selected crops to promote innovation and high productivity;
- e) Encourage intercropping to improve productivity and food security;
- f) Promote fruit farming to improve farmer incomes and food security; and
- g) Promote bee keeping in high potential wards through distribution of hives to farmer groups.

#### **Priority area F: Promote cash crop production to improve household incomes**

- a) Enhance productivity and Support introduction of new high yielding and high value varieties;
- b) Establishment of Bomet TEA Agency; and
- c) Enhance productivity of coffee and other cash crops.

#### **Priority area G: Support commercialization of poultry value chain**

- a) Develop appropriate policy and legal framework, standards and guidelines to stimulate improved performance of the poultry sector;
- b) Establishment of modern hatcheries and promote poultry farmers' cooperative societies; and
- c) Establishment of poultry slaughter facility.

#### **Priority area I: Promote and develop a commercially viable fisheries sector**

Recommended interventions:

- a) Promote increased awareness on the health and income-generating potential of fish through sensitization campaigns during market days and public health forums;
- b) Invest in a fish fingerlings hatchery to ensure adequate supplies to farmers;
- c) Stock rivers, dams and pans with high quality fish fingerlings;
- d) Purchase fishing gear for harvesting fish from dams and pans;
- e) Facilitate training on fish management for current and potential farmers;

- f) Support construction or renovation of fish ponds through provision of technical services;
- g) Support construction of a fish feed manufacturing facility;
- h) Organize fish farmers' groups for ease of access to extension services and markets;
- i) Build cold storage facilities in market stalls at the sub-county level; and
- j) Explore linkages with strategic partners for technology, finance and markets.

## 2. Trade, Industry and Tourism Sectors

Trade in Bomet County is currently characterized by informal producers, middlemen, on-farm purchasers and small-scale retailers. This kind of system is characteristically inefficient, exploitative, and has poor linkages between the farm and market. Most of the farm output is marketed through weekly open air markets that are poorly supported in terms of infrastructure and sanitation facilities, and equipment such as calibrated scales. The net effect of the current market system is that it is both wasteful and unprofitable to producers, and at the same time leads to losses in revenue to the County Government. The upgrading of open air markets by building permanent stalls ensures that the weekly markets can become a daily occurrence, providing a ready market for farmers and fostering a wholesale trade that attracts formal large scale buyers.

With regard to the industrial base, the county has three tea processing factories, a milk processing plant in Sotik and a maize milling plant in Bomet town. There is a high potential for the development of other cottage industries particularly around agricultural products that have a potential for basic processing and value addition including dairy and potatoes. The County has three *jua kali* associations with about 200 artisans who produce for the local market. They lack the necessary equipment, exposure or apprentice opportunities with more established artisans from other counties.

With regard to access to financial services, the County of Bomet has a total of 5 commercial banks and 257 registered cooperatives societies of which 80 are active, 141 dormant and 18 have collapsed. The total number of registered membership is 115,771. This combined with a total of 81,698 deposit accounts and 11,222 loan accounts give a gross financial inclusion rate of 26 percent against the national average of 42 percent. The implication of this is that the people of Bomet have poor access to financial services.

### **Goal for 2013-2018**

- Establish informal producer/retailer business groups in every ward;
- Facilitate maize milling factory to full capacity;
- Conduct Feasibility study for establishment of value-addition factories for milk, potatoes, tomatoes, spring onions and water melons in Bomet;
- Grow the contribution of cottage industries/processing plant to 10% of the County GDP by 2018 by constructing and equipping Jua Kali Sheds in each Sub-County;
- Capacity building for the informal sector through training on basic business management and entrepreneurship skills; and
- Increase access to financial services by supporting the revival of the collapsed and dormant cooperatives.

To foster trade, the strategy will focus on moving the sector to more formal systems to guarantee better returns to farmers and the county; while the thrust of developing cottage industries will be premised on building the capacity of informal sector artisans to provide quality, timely services, improve income and employment opportunities.

## **Strategic Objective 2: Promote competitiveness of trade, industry and tourism in the County**

### **Priority area A: Enhance the volume of trade flowing through key markets in the County**

#### **Specific Interventions:**

- a) Conduct a Needs Assessment to determine level of investment required for key markets at the sub-county level;
- b) Construct appropriate infrastructure facilities in each key market to facilitate increased trade;
- c) Establish structures for the operation of self-management committees in each market centre to enhance good governance and attract investors;
- d) Establish business development service centres in key market centres to facilitate provision of entrepreneurship training and skills development through strategic partnerships with the national government, ILO, the UN (UN Women and UNDP);
- e) Establish linkages with agricultural sector producer business groups to increase the flow of trade in each market by seeking partnerships with counties with potential markets;
- f) Review existing laws and regulations governing trade and investment; and streamline and harmonize the administrative procedures and regulations in order to promote trade within and across the County;
- g) Undertake measures to eliminate unfair business practices and enhance consumer protection; and
- h) Develop a mechanism for sharing information among market centres as well as outside the county, and with trade support institutions such as the KNCCI, the business community and citizenry.

### **Priority area B: Promote Informal sector activities within the County**

- a) Conduct a Baseline Study to establish the number and distribution of informal sector activities by sector, ward, gender etc; and highlight the opportunities and challenges of the sector in Bomet County;
- b) Design appropriate interventions to address the challenges and respond to opportunities identified including mapping the Jua Kali artisans to form groups with processes that will be used to value-add produce from farmers;
- c) Provide incentives to support informal sector activities, including construction of *Jua Kali* sheds complete with infrastructure amenities and equipment, establishment of governance institutions (Associations), and capacity building for *Jua Kali* artisans through targeted training to bridge gaps for production of good quality products;
- d) Create linkages with vocational institutions to upscale technical skills of the artisans;

- e) Support the sector to adopt high quality standards and branding through training and exposure to best practice so as to have a growing number of products known to be **MADE-IN-BOMET**; and
- f) Enact a conducive policy and regulatory framework to create an enabling environment for the growth and development of the sector.

**Priority area C: Support growth of county industrial base and technological innovation**

**Specific Interventions:**

- a) Conduct feasibility study to assess the economic viability of the various cottage industries in the county ,including value-addition factories for potatoes, tomatoes, spring onions, water melon and milk;
- b) Collaborate with the Kenya Industrial Estates (KIE) by hiring their sheds and allocating them to select value-addition enterprises. Further, this collaboration will be designed to enable growing enterprises in the informal sector (especially from the Jua Kali Sector) to access credit for purchase of higher capacity machinery for manufacturing;
- c) Develop a strategic framework for the viable industries and negotiate Private-Public-Partnership (PPP) arrangements for the implementation of the identified industries; and
- d) Assess and identify opportunities for Private-Public-Partnership (PPP) to upscale the operations of the maize milling plant to full capacity.

**Priority area D: Explore feasibility of increasing county revenues through tourism**

**Specific Interventions:**

- a) Identify the various tourism options available for county;
- b) Conduct feasibility study on the economic and ecological viability of the various options;
- c) Attract and provide concessions to private sector to invest in the tourism sector, including facilities; and
- d) Market Bomet County as a tourism destination.

**Priority area E: Support enhanced access to financial services in the County**

- a) Establish cooperatives for each priority production group/activity identified, and strengthen corporate governance structures through legislation and training to facilitate expanded access to financial services in Bomet;
- b) Assess and provide incentives to commercial banks setting branches in Bomet; and
- c) Conduct financial literacy campaigns and programmes in Bomet to encourage enhanced access to financial services.

**THEME TWO: DEVELOPMENT OF COUNTY ENERGY, INFRASTRUCTURE AND HOUSING**

**3. The Energy Sector**

Within the energy sector, the Department of Energy is responsible for formulating, monitoring and evaluating policies, programmes and projects for the power sub-sector and the energy

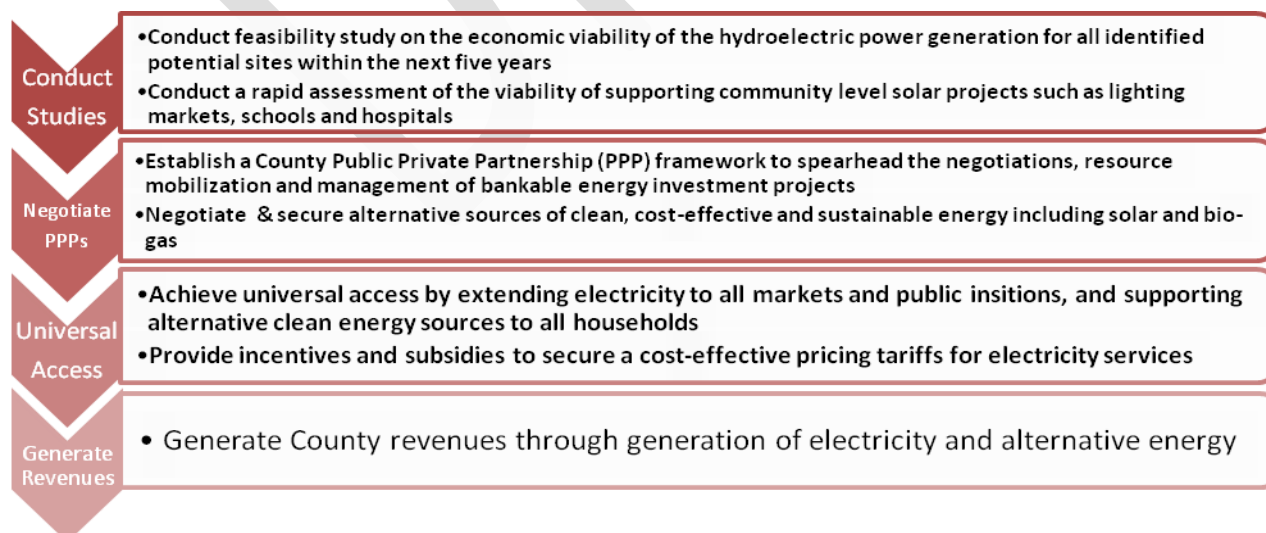


sector in general. The Department also implements the national Government's Rural Electrification Scheme through the Rural Electrification Authority (REA). The State-owned KenGen is responsible for power generation in the country, while the Kenya Power and Lighting Company (KPLC) is responsible for the transmission system and distribution of electricity in Kenya. The Electricity supply industry is regulated by the Energy Regulatory Commission (ERC). Although the National government has been fairly successful in implementing the rural electrification programme through targeting market centres, public schools, and health facilities, electricity coverage in the county is slightly over 60%, and many more rural facilities are yet to be reached. REA has set up a matching fund for every ward to accelerate distribution of power so as to reach 75% of the institutions. As REA rolls out this network, the County of Bomet intends to fund additional transformers in a bid to increase the number of households that are within reasonable distance from a connection point and to reduce connectivity costs. This notwithstanding, many of the households cannot afford the minimal amount of Kenya shillings 35,000 needed for those within 600 meters from a transformer, and as a result only 4% of the households are on the grid (KNBS, 2009). It is therefore important that the county considers promoting access to other affordable and safe energy options for household needs.

The following opportunities provide the basis for strong growth of the power sub-sector in the medium to long term:

- a) The County of Bomet and neighbouring counties anticipate strong economic growth which will increase the demand for electricity and thus, open up the power market for further development;
- b) Enhanced cooperation among neighbouring counties will open up the market for electricity trading. Bomet County can take advantage of this opening to become a major supplier and exporter of power to neighbouring counties by 2018;and
- c) The County Government of Bomet is committed to providing incentives to the private sector to increase their participation in the power sub-sector.

The goals for 2013-2018 are highlighted in the diagram below:



### **Strategic Intervention 3: Support enhanced access to affordable energy and alternative sources of clean energy**

#### **Priority area A: Increase access to clean, reliable and affordable energy at household and institutional levels**

##### **Specific Interventions:**

- a) Conduct a rapid assessment of the viability of renewable energy (solar and wind) in the county;
- b) Identify priority areas for the solar projects and engage investors and private sector actors to develop solar power projects;
- c) Identify and engage distribution channels and development partners that support deployment of quality solar energy products;
- d) Explore and tap into affordable financing opportunities for households; and
- e) Community sensitization on solar use and benefits to trigger uptake.

#### **Priority area B: Diversify county revenues through power generation**

##### **Specific Interventions:**

- a) Conduct feasibility study on the economic viability of the hydroelectric power generation potential sites (Iria maina, Kiptiget, Itare, Nyaururu etc.);
- b) Establish a County Public Private Partnership (PPP) framework to structure the negotiations, resource mobilization and management of bankable energy investment projects;
- c) Strengthen the institutional and management capacity for the smooth development and operation of the power sub-sector in the County;
- d) Provide a budget to purchase transformers to support electricity to all market centres and institutions yet to be connected, and nearer to the peoples
- e) Provide incentives to secure a cost-effective pricing tariffs for electricity services
- f) Conduct feasibility study on the economic viability of the wind power generation potential sites.

### **4. Roads, Transport and Public Works**

The County of Bomet has a road network measuring about 7,000 kilometres of which only 232 kilometres or 3.3% of the total road network is under bitumen; while 1,577.5 km is under gravel and earth surfaces. Given the heavy rains usually experienced across the county, most of the road network is rendered impassable for a considerable period of the year thus raising the cost of transport. In particular, poor roads make it difficult for agricultural produce to reach the markets, increases the time it takes to access health facilities, which in general increases the cost of doing business hence an impediment to investment and economic growth. The County government plans to construct motorable roads including gravelling and opening new roads across sub-counties in order to link up the economic activities to markets.

The transport subsection is focused on enhancing provision of enhanced transport system which provide timely effective and efficient services. This is done through proper fleet management and construction and equipping of a modern work for efficient vehicle maintenance.

There are a number of challenges that the county faces in the implementation of the roads network, notably; inadequate road maintenance equipment as some of the available machines are obsolete, and lack of a material-testing laboratory to inform raw materials ratios. Despite the abundance of hard-core there is no stone crushing plant which increases the costs of road construction. Others challenges include low capacity by local contractors and consultants, limited participation by private sector in road maintenance and lack of collaboration with other authorities who control land through which roads need to pass, such as Kenya Forestry Department.

The County has embarked on an extensive project to open up markets by investing in rural access roads through grading, gravelling and construction of bridges and routine maintenance of the existing road network. The unpaved roads are particularly affected during heavy rains; some are impassable for extended periods. This results in increased costs of transportation and limits access to markets and healthcare. The Strategic Plan identifies the following priorities:

#### **Goal for 2013-18**

- Open up 2,000 km of new roads (400km per year), increasing the road network on gravel by 2,000 km;
- Increase roads under bitumen to 10% of the total road network, thus increasing it by 500km;
- Reduced time spent moving from point A to B by average of 50% across the county;
- Strengthen the County Public works section for efficient service delivery; and
- Enhance the transport section for timely, effective and efficient service delivery.

#### **Strategic Objective 4: Improved access to Roads, and Enhance provision of Transport and Public Works Services.**

##### **Priority A: Improve rural access roads through upgrading, maintenance and opening up of new roads**

##### **Specific Interventions:**

- a) Conduct feasibility studies to establish the economic viability of identified priority road projects
- b) Formulate and publish a matrix ranking priorities of road and bridge construction for transparency and objectivity, based the set criteria and viability
- c) Purchase graders, dozers, tippers, and hire other equipment to attain self-sufficiency
- d) Initiate cooperation with other road sector stakeholders - CDF, KeRRA, KURA and the National Roads Authority to ensure a complementary and optimal resource usage;
- e) Construct a stone crushing facility and material testing laboratory as part of the cost-saving measures in road construction

## **Priority B: Improve the County's ability to effectively manage road projects**

### **Specific Interventions**

- a) Develop a roads policy for efficient and effective construction and maintenance of roads.
- b) Identify training gaps within the department and liaise with relevant institutions for capacity building
- c) Develop regulations to guide equipment/machinery replacement and rentals - stating when, why, specs, etc.
- d) Draw up guidelines for private sector participation including proposed incentives
- e) Identify gaps in local contractors and consultants and explore opportunities for up scaling

## **Priority C: Enhanced Transport services**

### **Specific Interventions**

- (a) Construction of a fully equipped and staffed maintenance Workshop in Bomet
- (b) Purchase and implement a Fleet management system at the County HQ to prevent misuse while supporting repairs and routine maintenance of vehicles, machinery, and equipment.
- (c) Conduct a Road Safety campaigns in the County, and incorporate relevant signage including zebra crossings and pedestrian paths in road construction.
- (d) Conduct a feasibility study to inform the construction of a modern bus-park in Bomet County, and explore the potential for a PPP arrangement
- (e) Capacity Building for Transport personnel
- (f) Develop a system for networking and collaboration between Transport department and other stakeholder in Transport.
- (g) Develop a transport policy.

## **Priority D: Strengthening and Enhancing the County Public Works Section**

- (a) To develop a Public Works Operational Manual which shall provide efficient and quality construction, project management and maintenance systems for Public works.
- (b) Establish a plat - form based design for public works projects
  - For Design and construction of motorized and foot bridges
  - For Design and construction of civil works in government built environments
  - For design and construction of government buildings
- (c) Establish quality control for Engineering Materials for Public Works
  - Develop a work - plan for Engineering material tests
  - Establish a Basic Engineering Material Laboratory for test of elementary construction Materials.
  -

- (d) Provide public works for other departments such as agriculture, urban development, trade and build consensus on priorities
- (e) Develop a Public works policy
- (f) Improve the efficiency of staff through Capacity building.
- (g) Initiate cooperation with other public works stakeholders

## 5. Land, Housing and Urban Development

Only 2% of the residents are considered landless most of them having been displaced from the Mau forest. Their engagement in economic activities is hindered hence resettling them is a priority. One of the biggest headaches for the county is the encroachment on public land partly due un-demarcated and lack of legal ownership documents. Fast tracking access to land ownership documents will ensures guaranteed land tenure and confidence land development. The County government's ability to monitor land use, encroachment and environmental degradation is inhibited by the absence of a County Spatial. Plans are underway to put in place a county spatial plan and by extension town and urban areas development plans. Poor Management and limited access to land information is a common phenomenon in land administration today. To mitigate this problem, an integrated Land Information management Systems (ILIS) is required to ensure efficient and effective land administration. This system will also be used to monitor activities against the laid down land policies.

The devolved structure has brought to light the deficit in modern housing in urban areas as county staff, job seekers and business community search for rental premises. To increase housing development, promotion of appropriate low cost housing development materials and technology, research and development is a prerequisite. This will be supplemented by construction of houses for sale or rental purposes particularly for civil servants.

In the recent past, rapid urbanization has been experienced as devolution sparks rural- urban migration and urban growth. The growth trend needs to be streamlined and monitored to ensure adherence to zoning standards and building by-laws. Development must be consistent with county policies to avoid growth of informal settlement, inadequate infrastructure, congestions and land disputes. Provision of social amenities for sustainable urban development is a necessity. This include; installation of Street-lighting, development public toilets, bus park, recreational grounds in major urban areas needed to support the growth.

### Goals for 2018

- Fully Operational Integrated land information management system for sustainable development
- Approved County Spatial Plan
- Approved and operational urban development plans
- Fully secured government lands
- Improved housing standards by 20%
- Established housing data base
- Designated and developed urban infrastructure
- Developed and equipped fire station

## **Strategic Objective 5: Enhancing efficiency in land registry, housing and urban development**

### **Priority area A Development of County land policies**

- a) Develop the county land policies to guide efficient land use in consultation with all relevant stakeholders, and disseminate the policies to all stakeholders
- b) Strengthen county capability to monitor and ensure conformity to by laws, standards and procedures and to monitor progress as outlined in the policy documents.

### **Priority area B Establishment of an integrated land information Management system and land use planning**

- a) Establish an integrate Land information Management System
- b) Enhance accessibility of land information data base
- c) Initiate Preparation and approval of County Spatial plan.
- d) Initiate Preparation and approval of Towns and urban areas Development plans
- e) Facilitate Identification of landmarks that need to be included in the spatial MIS system such as Lack of housing data water points, etc
- f) Conduct a spatial mapping/MIS and integrate this with computerized land record
- g) Assess staff needs for capacity building in management of the spatial plans and MIS systems on a regular basis and provide a budget for their training
- h) Create a database on land use
- i) Sensitize the public on physical planning issues

### **Priority area C Securing all public land**

- j) Conduct identification, surveying and beaconing exercise of public land in the county
- k) Identify, acquire and secure additional public land guided by the county land policy
- l) Acquire legal ownership document for all public land
- m) Prepare public land inventory and data base

### **Priority area E Accelerate urban areas development**

- a) Develop a prioritization implementation matrix for urban utilities, including markets, parking and parks, public toilets etc.
- b) Encourage private sector involvement through investor briefings and incentives
- c) Explore the potential and negotiate Private-Public-Partnership (PPP) arrangement for the implementation of low cost housing technology with the private partner responsible for triggering demand and establish distribution network
- d) Designate sites for markets development.
- e) Development of urban infrastructure such as bus parks, street lights etc
- f) Partnership with National Government, developers, NGOs in markets provision.
- g) Capacity building of staff and business community
- h) Prevent and control fire outbreaks in urban areas
  - a) Construct markets and service land for markets
  - b) Identify and acquire sites for markets, Bomet town sewerage works and solid waste disposal
  - c) Mobilize local business community and other partners to support the initiative



- d) Finalize documentation of all requirements in sewerage provision

#### Priority area D: Housing Development

- A). Facilitate Partnership with developers to increase housing unit production
- b). Sensitize community on modern low cost housing using appropriate building materials and technology
- c). Develop Housing infrastructure and service land for housing development
- e) Undertake housing survey and research on housing development
- f) Construct houses for rental and for sale to civil servants
- g) Maintain existing government housing stock

### 6. Water Resources

The county is well endowed with water resources; it has four rivers that are permanent and several community water projects supported by various partners. The 60 or so dams and water-pans across the county are dilapidated and require rehabilitation, and additional boreholes are needed to meet present and future demands. Despite this abundance, as per the 2009 census, only 41% of the households had access to improved water compared to the national average of 66%. Lower regions of Chepalungu and Bomet East experience difficulties during the dry seasons with residents trekking up to 5kms in search of water. The nine existing water schemes and several community water projects face considerable governance challenges, and they require expansion and modernization. With the rapid growth of Bomet town and other key market centres, demand for clean water is growing, and modernization and expansion of the distribution network has become a priority. Additionally, the lower/drier regions require water of irrigation to ensure food security throughout the year.

#### Goals for 2018

- Attain 70% access to safe water for the county
- Increase capacity to harvest water by institutions
- Increase acreage under irrigation by 100 Ha per year

### **Strategic Objective 6: Enhance access to clean water and promote irrigation**

#### Priority area A: Provision of adequate and affordable water in the county

##### Specific Interventions

- a) Develop county water master plan
- b) Partner with other government agencies and development partners to design and implement sustainable water supply schemes
- c) Identify, build and rehabilitate key water sources to meet the increasing demand for water in major market centers and wards within the county
- d) Build a water distribution system to connect all major distribution points
- e) Design and implement an efficient water metering and billing system in the county
- f) Integrate the county water services with the water management company



### **Priority area B: Conduct an Mapping exercise of all water resources in the county**

#### **Specific Interventions**

- a) Develop a criteria for prioritizing water points for rehabilitation
- b) Rehabilitate water points guided by the priority matrix
- c) Construct new water points guided by the mapping exercise
- d) Promote water harvesting technologies for institutions such as schools, colleges, health facilities etc.
- e) Promote low cost water harvesting technologies for households in drier rural areas

### **Priority area C: Improving water service provision efficiency**

#### **Specific interventions**

- a) Reducing non-revenue water
- b) Improving water production efficiency
- c) Improving revenue collection
- d) Capacity building for Bomet water company staff

### **Priority area D: Development of irrigation systems for the lower/drier regions**

#### **Specific Interventions**

- a) Initiate drafting of an irrigation policy that includes role of small scale farmers and private sector
- b) Assess the irrigation potential and options (pans, canals, piping, greenhouses, etc)
- c) Conduct a feasibility study to determine the ideal products for horticultural farming
- d) Explore Private-Public-Partnership arrangements for irrigation projects
- e) Organize and train potential beneficiaries in collaboration with partners
- f) Build irrigation infrastructure to increase the land under irrigation

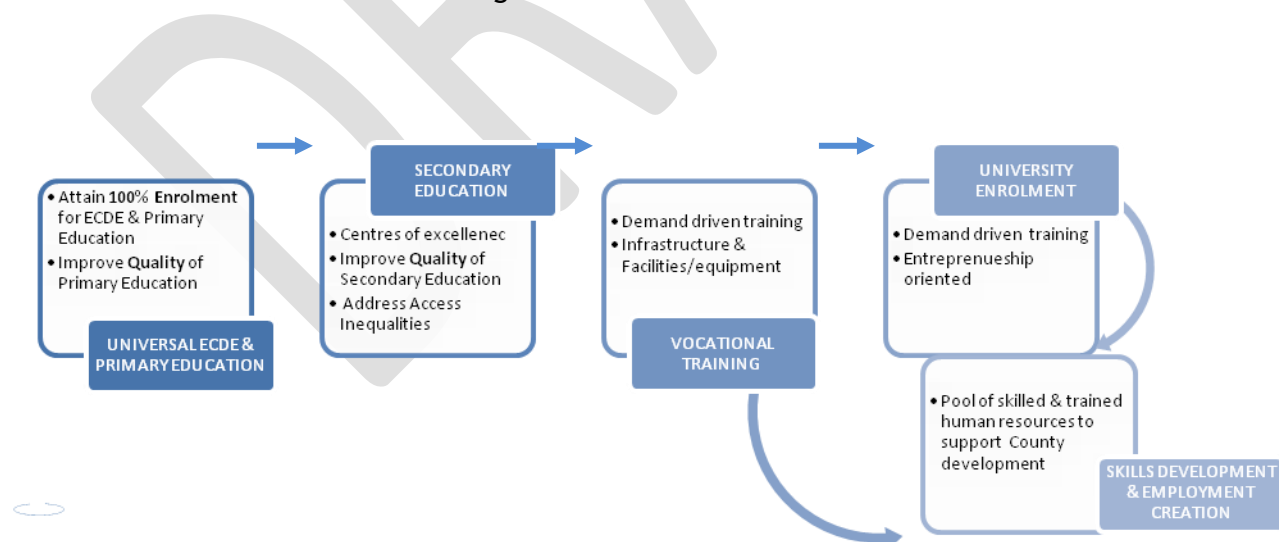
## **THEME THREE: ENHANCED DELIVERY OF SOCIAL SERVICES**

### **7. Education, Training and Sports**

Following the implementation of the Free Primary Education policy, and continued investment in basic primary school infrastructure, Bomet County is on track to achieving universal primary education with the enrolment of boys and girls rising to 201,371 in 2013, representing a primary school enrolment rate of 112.3 percent in 2013. The current challenge therefore relates to low transition rates from primary to secondary and to higher institutions of learning. The literacy level in the county is approximately 61.5 percent and there is a potential for this figure to go up as many residents of the county are enrolling in learning institutions.

Bomet county has 1200 ECD centres, with 2400 trained ECD assistants; most of the centres require rehabilitation and staffing. There have been improvements in enrolment of pre-school going children as more centres are established. There are 616 primary schools and 242 secondary schools with over 230,000 learners in the former and over 43,000 in the latter. These institutions are stretched in terms of learning infrastructure with some of the primary schools having unsuitable sanitation facilities. GER in secondary schools for girls is 51.1% while that for boys is 63.2 %; the overall drop-out rate is at 12.5%. Factors contributing to low enrollment include early marriages, inadequate facilities, opting for informal employment, but the main barrier is affordability. Establishment of public day secondary schools and provision of bursaries seek to address this challenge. Some of the well-known secondary schools have lost their glory with the deterioration of facilities and dropping academic performance, they need restoration to taking-in more students and improve county performance. Across the three levels of schooling, pre-primary, primary and secondary the high Pupil-Teacher- Ratio (PTR) impedes the performance of pupils. In the area of vocational training, there are 25 Youth polytechnics with a total enrolment of 1771 trainees. The quality of training in these institutions is characterized by an outdated curriculum, poorly remunerated staff with little skills and negative attitudes from the general public who shun polytechnic courses.

One of the major problems facing the county is the youth unemployment, 50% of those aged 15-29 years are unemployed. Other challenges facing the youth include insufficient skills, limited exposure to entrepreneurship and misuse of alcohol. Although the county has 2,229 registered youth groups, owing to poor governance and inability to develop business proposals, many are unable to access government funds such as the Youth Enterprise Fund. Interventions geared towards accelerated inclusion of this profile in economic activities are a priority. The County government of Bomet will put in place measures focused on augmenting human capital by expanding and improving the quality and level of education that supports higher job creation to generate and absorb new entrants into the labour market. The Goals for 2013-18 are illustrated in the diagram below:



### **Priority area A: Attain universal ECDE**

- a) Conduct an audit on the adequacy of existing ECDE facilities (state of buildings, furniture, recreation and sanitation facilities , etc)
- b) Conduct a study to assess the corresponding staffing needs by ward
- c) Develop county level ECDE prioritization matrix for facility enhancement and staffing (i.e. based on agreed criteria, rankings, etc)
- d) Implement a quality assurance monitoring and evaluation system for ECDE
- e) Conduct a rapid assessment of the cost and viability of supporting a feeding programme to increase attendance
- f) Establishment of feeding programmes in ECDE Centres
- g) Mobilize stakeholders to support implementation of ECDE programme (local community, development partners, national government, private sector, etc)
- h) Establishment of child friendly facilities in ECDE Centres (classrooms, sanitary facilities, kitchen, stores and offices)
- i) Implementation of county school readiness assessment tool for ECDE children.

### **Priority area B: Enhance quality of Primary school education and facilities**

- a) Audit the adequacy of existing facilities (state of buildings, furniture, recreation and sanitation facilities, etc)
- b)
- c) Develop county level prioritization matrix on the nature of support to be provided to each school
- d) Support selected schools for upgrade of facilities (rumps, bars, etc) to cater for children with disabilities )(SNE)
- e) provide support for co curricular activities and support staff in schools
- f) Support communities to develop the infrastructure in schools

### **Priority area C: Secondary schools enhancement**

- a) Develop county level prioritization matrix for secondary school's improvement
- b) Support selected schools as models of excellence
- c) Provide financial support/bursaries for needy children in secondary schools i.e. Orphans and vulnerable children(OVCs)in special schools and special units
- d) Address inequalities between gender, socio-economic, through support for needy children i.e. SNE Children ,Orphans and Vulnerable Children(OVCs)
- e) Support communities to develop infrastructure in schools
- f) support teaching and learning of math and science in schools

### **Priority area D: Promotion of vocational training and tertiary education**

#### **Interventions**

- a) Conduct a needs assessment to understand the demand side skills requirements
- b) Develop demand driven vocational and technical training programmes (in-training, apprenticeships, entrepreneurship)
- c) Construct and expand vocational centers based on community demands

- d) Staff and equip vocational training institutions with adequate facilities
- e) Initiate beneficial collaboration to improve profile and credibility
- f) Promote vocational training and adult education to communities
- g) Conduct need based research to inform policy, program design and implementation.
- h) promote homecraft centres as tourist attraction and for production of traditional artifacts
- i) establish the county higher education revolving fund.
- j) facilitate the process of establishment of a public university in the county

#### **Priority area E: Youth empowerment in economic activities**

##### **Interventions**

- a) Promote and accelerate the registration of youth groups in the county
- b) Provide training programmes focusing on entrepreneurship, management and leadership and life skills for the youth
- c) Establishment and support for county youth council leadership structure
- d) Establish youth empowerment centers to support youths in basic business development training, computer skills, proposal writing ,business incubation etc
- e) Provide financial resources to set up a Youth Empowerment Fund, and collaborate with the national government and other stakeholders to tap into Youth Resources
- f) Apportion a number of the county tenders to be given to the youth-led businesses
- g)

#### **Priority area F: Promote sports and recreational facilities**

##### **Interventions**

- a) Develop a county policy framework to govern and promote sports
- b) Avail basic sports curriculum and equipment facilities to community and schools
- c) Set up a sports scholarships for both primary and secondary schools
- d) Provide incentives for private companies to support school sports events
- e) Development of sports academies and talent centres

### **8. Health Services**

In the Health sector, the overarching goal of the Constitution of Kenya, 2010 states that “every person has a right to highest attainable standard of health”, which includes the right to health care services. Accordingly, the goal of the health sector is to provide equitable, affordable and quality healthcare to all citizens. A review of the current status shows that the County’s HIV/AIDS prevalence has reduced to 3.4 percent as compared to the national average of 6.3 percent, while the percentage of patients who visited the outpatient facilities with malaria cases dropped to 8.2 percent. However, significant and well-targeted steps must be put in place to reduce the number of new HIV infections throughout the County. Other improvements in the health sector targets include an increased proportion of child deliveries in health facilities which stood at 25 percent in 2012 - currently, those attending antenatal clinics are 61 percent. However, actions are needed to address the maternal mortality rate which stands at 247 deaths per 100,000 live births which is still high. The county has a total number of 138 health facilities comprising of one County referral hospital, two sub county hospitals, two faith-based hospitals, fourteen health centres, 30 private clinics

and 89 dispensaries. There are 20 doctors, 287 nurses giving a doctor/population ratio of 1:40,232 and a nurses/population ratio of 1:2,806. All these figures call for concerted actions to improve the health sector in the county.

With 138 health facilities, the County of Bomet is far from meeting Vision 2030 targets of “providing equitable, affordable and quality health care to all citizens”. Like in many counties, a good number of the existing facilities need rehabilitation while availability of key equipment is a major challenge. Facilities also face constant challenges in medical supplies which inhibits delivery of quality services. Doctor/population ratio stands at 1:40,232 and a nurses/population ratio of 1:2,806, both are below Kenya’s recommended standards - an indication of an acute shortage of technical staff. The most common disease in terms of prevalence is malaria, this is more manifested by the fact that only 45% of children under-five years sleep under bed nets. Bomet has performed well on sanitation, 95% of the households have improved facilities, and as such future interventions would focus on ensuring full time use of these facilities in accordance with Community Led Total Sanitation (CLTS) programmes.

### Goals for 2013-18

- One county hospital upgraded to referral status and at least five sub county hospitals fully equipped to offer comprehensive health services.
- Reduce the under-five mortality rate from the current 119 deaths per 1000 live births to 63 deaths per 1000 live births by 2018;
- Reduce the maternal mortality ratio from the current 247 deaths per 100,000 live births to 200 deaths per 100,000 live births by 2018;
- Increase the proportion of rural households living within 5km of the nearest health facility from 54.0 percent in 2014 to 70.0 percent by 2018;
- Reduce the Doctor/ population ratio from the current 1:40,232 to 1:20,000 by 2018;
- Reduce the Nurse/population ratio from the current 1: 2,806 to 1: 1,500 by 2018;
- Reduce the incidence of malaria from 252 cases per 1,000 in 2014 to 75 in 2018;
- Increase the percentage of deliveries assisted by skilled health personnel from 26.9 percent in 2014 to 65 percent by 2018; and
- Reduce the prevalence of non-communicable diseases associated with identifiable behaviors.

### Strategic Objective 8      Provision of quality and affordable health and improved sanitation

#### Priority area A: Improvement of Curative Health Services

- a) Conduct and update the inventory of county medical equipment and infrastructure
- b) Develop business cases to inform the investment and upgrade of key infrastructure and equipment facilities for major hospitals
- c) Strengthen the procurement and management of commodities- pharmaceuticals, non-pharmaceuticals, nutritional supplements, reagents and linen;

- d) Transform and upgrade the facilities in Longisa Hospital to the level of specialized health providers for cancer, bone-surgery, ophthalmic and ENT services to attract clients from the region
- e) Explore PPP opportunities to support the acquisition, installation and maintenance of major equipment and facilities in key hospitals

#### **Priority area B: Policy and personnel capacity development**

- a) Develop a competitive healthcare policy and human resource incentives to support recruitment, motivation and retention of key medical staff in the county
- b) Build Health Management information system to support leadership and governance
- c) Recruit high quality medical staff and incentivize existing staff
- d) Explore strategies of incorporating retired technical staff to support some of the facilities

#### **Priority area C: Fostering preventative and Promotive Healthcare Services**

- (a) Develop a range of programmes on prevention, management and control of non-communicable and communicable diseases
- (b) Develop integrated programmes on public health and nutrition in schools and the community
- (c) Develop key health messages that need to be incorporated in the community communication for malaria, nutrition, HIV AIDS etc, and institute community governance structures on priority health messages
- (d) Establish Health information exchange system for communicable and non-communicable diseases;
- (e) Identify and mobilize support from development partners involved in health issues linked to the main messages.
- (f) Establish and strengthen coordination and partnership among the key actors in the health sector

#### **Priority area D: Strengthening Maternal Child Health**

- (A) Implement programmes focused on strengthening maternal child health including family planning, antenatal care, skilled birth attendant, nutritional status of women and children.

### **9. Social Services and Cultural Heritage**

The overall objective of the of the social welfare strategy is anchored on Vision 2030 - which is to create a prosperous, just and cohesive society that enjoys transformative and equitable social development in a conducive and secure environment. In this regard, the County Government of Bomet will proactively champion greater involvement and participation of women in all economic and political decision making processes, improving access to business opportunities, health, education services, housing and justice to all disadvantaged groups; and minimize vulnerabilities through prohibition of retrogressive practices such as FGM, child labour and early marriages.

*The flap-ship projects for 2014/2015 include;*

- I. Sensitization of women to join cooperatives groups for better management and access of funds.
- II. Enhance and maintain the consolidated social protection fund
- III. Rehabilitation and development of information (library) centres in every sub county
- IV. Establishment of a county cultural centre to support performance arts and an inventory of cultural sites and sacred grooves and other cultural sites for tourism attraction.
- V. Cover all vulnerable groups of widows, widowers, orphans and poverty stricken members of the society.

**Strategic Objective 9: Strengthen Social Economic Development and cultural heritage:**

**Priority area A: Develop a comprehensive social welfare and support programme**

- (a) Establish County safety net programme for the elderly and vulnerable persons
- (b) Strengthen gender equality and equity in the county
- (c) Community mobilization programs and development
- (d) Social infrastructure, rehabilitation and Development
- (e) Persons with disabilities Mainstreaming

**Priority area B: Enhanced child protection and Rights**

- a) Provision of care and psychosocial support to orphans and street children
- b) Strengthen community based child protection

**Priority area C: Preservation of Cultural heritage and information services in the County**

- a) Preservation of Cultural heritage in the County
- b) Promotion of library and information services

**10. Environment and Natural Resources**

Bomet County is well endowed with natural resources that can be sustainably exploited for development. The county has two gazetted forests: Chepalungu Forest Reserve and Transmara forest block of the Mau Forest Complex. In addition, the county borders parts of the South-west Mau forest block. The forest areas provide major environmental services essential for social well being and economic development. Such services include water provision, climate amelioration, forest products (wood and non-wood products), ecological functions and cultural services (educational, tourism). However, environmental degradation such as deforestation, intense cultivation along the riverbanks and catchment areas as well as harmful farm chemicals and fertilizers has drastically affected the provision of these environmental services. The effects of continued environmental degradation on socio-economic factors are likely to be exacerbated by the impacts of climate change. While natural resources are being exploited, conservation and protection against land degradation



should be a priority. Therefore, urgent interventions are required to reverse this trend in environmental degradation as follows:

- i. Environmental sustainability through guidelines and policies that ensures incorporation of sound environmental practices by all sectors.
- ii. Mainstreaming climate change into sectoral programmes. This includes climate smart infrastructure, mitigation and adaptation.
- iii. Community participation in environmental conservation which includes, reforestation and afforestation to ensure a 10% tree cover, nature based income generating activities (carbon credit) and other livelihood improvement e.g. bee keeping, ecotourism, riverbank protection (replacing undesirable species)

Climate change is a major cross-cutting development issue which has impacted so much on water security, food security and health and it requires high level political goodwill and support to effectively address the risks and maximize the opportunities it presents. For Bomet county, adaptation to climate change remains the top priority to reduce vulnerability and enhance resilience of the social and bio-physical systems, especially the vulnerable communities and groups. The ecosystem goods and services in the main Chepalungu forest are threatened more than ever by human activities. Both the County and more particularly those living within the forest ecosystem are now paying the price for over 30 years of neglect. Neither the remaining indigenous forests nor the forest plantations can sustain the demand for charcoal and timber. This calls for different approaches, including tremendous increase in tree planting on farms.

In this regard, mitigation actions that deliver sustainable development benefits are of importance as the county strives to remain a low emitter in the context of the national economic development as set out in Vision 2030. Climate smart strategies will be embraced in order to promote use of clean energy technologies for improved and sustainable livelihoods. Stakeholders should be encouraged to mainstream climate proofing and climate change responsive activities in their daily activities. The main intervention measures include both the long and medium term measures.

#### **Strategic Objective 10: Protecting the Environment and Developing Natural Resources:**

##### **Priority area A: Environmental management and protection**

- a) Increase Forest and Tree Cover to the Target of 10%
- b) Carry out rehabilitation, regeneration and restoration of Chepalungu and other indigenous forests
- c) Encourage afforestation, farm forestry and establishment of tree nurseries
- d) Carry out natural resources conservation and management

##### **Priority area B: Solid Waste Management**

- a) Implement a waste management system project
- b) County mapping of pollution sources

### **Priority area C: Wildlife conservation and security**

- a) Survey conducted and suitable wildlife species to occupy forest habitat
- b) Capacity building of staff on GIS software
- c) Carry out community sensitization on co-existence with wildlife

### **Priority Area D: Environmental Awareness and Education**

- a) Enhancement of Public Awareness and Participation
- b) Participatory Forest Management
- c) Mainstreaming of youth in environmental conservation

### **Priority Area E: Climate change mitigation and adaptation**

- a) Community sensitization on climate change impacts
- b) Tree planting in the degraded areas.
- c) Restoration of the ecological functions and services through natural regeneration
- d) Replanting of indigenous tree
- e) Reduced emission from degradation and land degradation (REDD)

## **THEME FOUR: RESOURCE MOBILISATION, IMPLEMENTATION AND MONITORING & EVALUATION**

### **11. Economic Planning & Financial Management**

Enshrined in the *Constitution of Kenya, 2010* and the *Public Finance Management Act, 2012* is the stipulation of openness, accountability and public participation on all public finance matters. While the devolved system of governance allows a more pertinent matching of resources to a region's needs, its success is hinged on the efficacy with which fiscal discipline is observed. The role of ICT in enhancing revenue collection in Bomet will be especially important. The Country estimates that within the next four years own revenues will rise from KES 400m to 460m while the national allocations KES 6.1bn to 6.9bn. However, Bomet County will be running on an annual estimated financing gap of KES 2bn. While additional sources of revenue are being structured, it will be important to leverage on the relationships with existing strategic partners to ensure that development is not negatively impacted by the financing gap. Tying into partnerships, the monitoring and evaluation framework will further strengthen the commitments towards driving financial efficiency and confidence in existing and potential partners as well as sources of Foreign Direct Investment.

#### **Goals for 2013 - 2018**

- Achieve full automation of financial management by 2017
- Cap total county revenue expenditure to 35% for recurrent spending and 65% for capital projects
- 
- Develop Monitoring and Evaluation framework for tracking projects implementation by 2015
- Increase revenue collection by at least 50% by 2018

- Establish a virtual network to cover all the sub counties and major hospitals/health centres by 2017

## **Strategic Objective 11: Strengthen Economic Planning and Financial Management**

### **Priority area A: Implementation of ICT Infrastructure**

#### **Specific Interventions**

- a) Enhancing ICT infrastructure and connectivity
- b) Capacity building in ICT to all County staff
- c) Digitization of the County by mapping all the resources

### **Priority Area B: Economic Planning, Monitoring and Evaluation**

#### **Specific Interventions are:**

- a) Conducting baselines and economic surveys
- b) Preparation of development plans
- c) Conducting monitoring and evaluation

### **Priority area C: Financial Management and Resource Mobilization**

#### **Specific Interventions are:**

- d) Enhancing efficiency in resource allocation and utilization
- e) Collaborations and Liaison with Strategic Partnerships
- f) Enhancing Revenue Collection
- g) Strengthening resource mobilization

## CHAPTER 5: RESOURCE MOBILISATION FRAMEWORK

The implementation of the County Strategic Plan will entail major commitments in financial and human resources. This section defines the principles, identifies a number of strategies, instruments, systems and institutional mechanisms that the County Government of Bomet could use to mobilize financial and non-financial resources for sustainable financing of the proposed interventions. The choice of instruments will depend on the type of the resources and their sources.

### Strategies for Resources Mobilization

The *Constitution of Kenya, 2010* stipulates that a minimum of 15 percent of the national revenues shall be allocated to the County Governments, and the Commission for Revenue Allocation shall establish the criteria for a proportional allocation of the revenues to respective counties. Currently, Bomet County receives an estimated KES 6,136 million in revenues from the National Government. This figure may rise in the medium term to 7 billion, but the local revenues are expected to remain low, at KES 400 million, as the County government does not intend to increase tax revenue from the people. This outcome will leave a financing gap of an estimated 2 billion (see table below).

Budget Item	Budget Estimates				Total
	2014/15	2015/16	2016/17	2017/18	
National Allocations	6,136	6,543	6,752	6,956	26,387
Own Revenues	400	420	440	460	1,720
Grants	-	-	-	-	-
Grand Total	6,536	6,963	7,192	7,416	28,107
Funds Available	4,341	4,655	5,024	5,414	19,434
Deficit/Surplus	2,195	2,308	2,168	2,003	8,673

### Principles for Effective Resource Mobilisation

The guiding principles for effective resource mobilisation and management will include:

- The County Government of Bomet will seek ways to increase funding to core interventions to entrench ownership;
- Setting priorities for funding against the strategic plan and consistent with needs assessments and using national and county regulations and procedures.
- Expansion of the resource base through a partnership approach with the private sector, development partners (bilateral and multilateral), and adoption of basket funding to resource mobilization and application

- d) Maintaining a data base of sponsors and recipients, for ease of coordination of resource mobilization efforts within Bomet County
- e) Transparency and Accountability including clarity on programme support costs, monitoring and reporting
- f) Inclusiveness and synergy - across the different directorates, departments and organs of the County government to enhance efficient use of resources and sustainability.

### **Efficient and sustainable collection of local revenues**

Revenue from within the county will be raised from the following mandated areas that include; business, land/plot rates, cess from local produce, bus park fees, market fees and from other sources.

**Priority Interventions to improve resource mobilization** from the county include:

- a. Deploy technology enabled and digitization (including the use of mobile phones) revenue collection systems county-wide
- b. Achieve efficiency in utilization of resources through automation and strengthening procurement, receipting, and budgeting processes
- c. Attain cost saving and reduce wastage through streamlining resource management
- d. Enhance collection of county revenue such as land rates, rent, parking fees, license fees, building plan approval fee, cess, single business permits, etc. Increasing fees is not an immediate priority
- e. Map out the revenue collection activities that have not been tapped
- f. Strengthen the revenue department through equipment, capacity building and supervision
- g. Engage private sector through incentives, such as land, profit sharing, users' charges, etc.

### **Leveraging on Resources from Development Partners**

At the international level, devolution is emerging as a priority agenda for development partners, and is translating into a multiplicity of actions towards supporting development initiatives at the local level. The County Government of Bomet therefore should have a strategic approach to leverage on the potential resources and good-will. The County government expects to incur a financing gap estimated at KES 2 billion, which the County government expects to raise through development partners.

With regard to resources from development partners, the County Government of Bomet is expected to engage Development Partners to both complement and fill gaps in the available resources. The County Government will leverage on own resources to mobilize additional funding to support county development through the following mechanisms:

- a) Sign Memoranda of Understanding with development partners to tap into other resources including Public Private Partnerships (PPP), which are effective financing mechanisms for development activities especially infrastructure projects;
- b) Continue with the current framework in which development partners will work directly with civil society organizations to advance thematic programmes and agenda such as environmental issues.
- c) Set up Development Partner basket funds to finance select sectors and interventions in the Strategic plan and in particular the social sectors.
- d) Attract foreign direct investment (FDI) in a highly competitive environment requires that the County offers attractive investment opportunities and incentives. Investors will expect to find in the County a stable and predictable political environment, favorable regulatory environment, and quality economic infrastructure among others.

### **Leveraging on national special funds**

In addition, the County Government will work very closely with the CDF, UWEZO Fund, the Youth Enterprise Fund, the Women Enterprise Fund, and other national level basket funds to ensure the priority projects identified in the strategic plan leverage on and tap into these funds. The County government will further strengthen the policy framework and consider appropriate incentives to providers of financial services to enhance access to financial services to households and enterprises.

The table below provides a format for resource allocation for each project/activity:

<b>Resource Allocation Summary :</b>	<b>Funding Requirements</b>				
<b>Strategic Initiative/Project</b>	Total Resources	National Government Resources	County Revenue Funds	Development Partners	Private Sector
Specific Activities					
Key Milestones & Outputs (2014/18)					

The Bomet County will mobilize up to KES 28,107 million to support the implementation of this strategic plan over the next five years. It is anticipated that, in addition to the National Government increasing the level of funding to the County Governments, a more sustainable mechanism will be identified to ensure increased funding from alternative sources to support timeliness and sustainability in programme/project implementation.

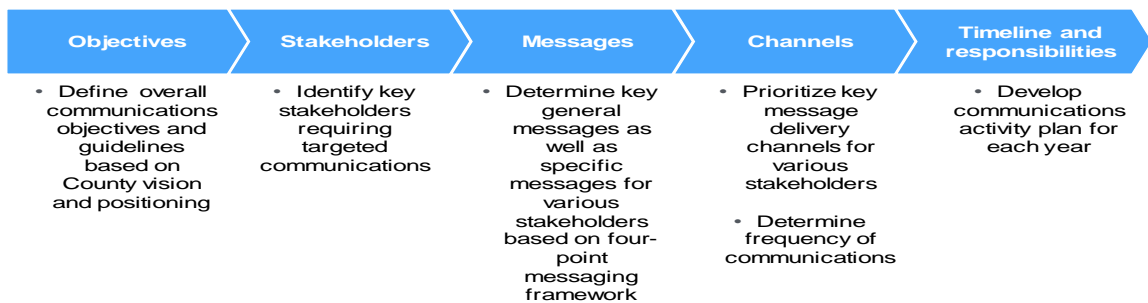
## CHAPTER 6.COMMUNICATION STRATEGY

The County Government shall develop a clear and detailed approach to consistently communicate the vision, mission and values underpinning the strategic plan, and the key messages which should be aligned with the overall objectives and project activities to be implemented under this strategic plan.

All Communication will be tailored around objectives, principles and key messages:

- the general objectives of all communications
- two-way communication, listening and being seen to be listening
- creating opportunities for communication between stakeholders

### Best practice communications strategy has five key elements



### Objectives of the communication strategy

- Ensure that the citizens of Bomet and stakeholders are aware of the various development initiatives and activities being pursued by the County Government, and understand why these are necessary and what benefits they will deliver;
- Develop a desire amongst the people and stakeholders of Bomet to contribute towards the successful implementation of the interventions envisaged in the strategic plan, with the key message around the delivery of benefits;
- To manage expectations among the people of Bomet and general stakeholders. The County Government will seek to build a reputation as a trusted information source, which operates on the basis of 'no surprises' across the county;



- d. Provide timely and accurate information to the identified stakeholders about the steps to be taken. This will both support and smooth the development process, thereby enabling the delivery of development benefits to the county. The key message will provide clarity on what to do, when to do it, and how much time it should take for each implementing unit/stakeholder;
- e. Ensure that all stakeholders have the opportunity to input to and feedback on the design of the activities/projects, raise issues, and use their expertise to contribute to the success of the projects. The key message will emphasize that all input is valuable; hence the responsibility for the success or failure of development projects initiated under the strategic plan to be shared amongst all the stakeholders;
- f. Ensure that all County members of staff involved in the implementation of activities have the knowledge, skills and understanding to use the communication systems effectively and efficiently. The key message will focus on how and when to communicate, and why it is beneficial to do it this way.

### Target Audience & Key Messages

Each communication will be specific and provide a description of the target audience and user groups. The key messages will be guided by the format below:

Key Messages	
Each communication will contain a detailed description of key messages in order to achieve the desired communications objectives. Examples are provided in the table below:	
Project/activity Objectives, Scope, Vision	<i>What are the key messages that will be used to promote awareness of the projects create a shared vision amongst the stakeholders and eventually buy-in to the project?</i>
Stakeholder Roles	<i>Statement on the key roles that the various stakeholder groups will play in the project and to ensure that each individual understands their role.</i>
What to do, when, and why	<i>State the key activities that various departments and stakeholder groups will have to perform in support of the project</i>
Progress Status	<i>Provide regular activity/project progress status that will be reported and to whom.</i>
Contributing Ideas	<i>State the requirements for ideas contributed from the wider stakeholder community engaged in the development project, and how these ideas be solicited.</i>
How To	<i>What will county staff and wider stakeholders need to know in order to support the development project and to perform their roles after the change is implemented?</i>

Questions	<i>How will stakeholders raise questions and how will the answers be communicated?</i>
Thank You	<i>The Communications Department will you ensure that people are thanked or rewarded for supporting the development agenda/ project and making the change successfully</i>

### Communicators

In order for communications to be effective, the right people must be delivering the message. The communication strategy therefore will specify who the right person is, depending on the message and the audience. Obviously, the overall responsibility will stop with the Governor of the County, who will delegate what each communicator will be responsible for.

### Channels of Communication

What methods of communication will be used, how often and for what purposes, will vary depending on the content and audience to be communicated.

Some of the key methods of communication will include: Email; Media events; Newsletter; Presentations; Meetings; Radio broadcasts; Workshops; Website; Flyers/Posters. The outline below provides an illustration of organising communication activities:

Media / Events	Objective	Message	Delivered to:	Delivered by:	Frequency/timelines

## CHAPTER 7: MONITORING AND EVALUATION FRAMEWORK

An important part of strategy implementation is monitoring and evaluation, which entails taking a periodic look at “how it’s doing, and a systematic and objective assessment of ongoing or completed interventions and the resulting impacts. An effective mechanism for monitoring and evaluating the implementation of the strategic plan is therefore important for a number of reasons:

- a) M & E ensures that the interventions being carried out are consistent with the strategic plan and that the results being achieved are aligned with the set objectives;
- b) Serves as an “early warning system and gives an opportunity for all implementers to communicate how they are doing where the problems and opportunities lie;
- c) Provides regular information to all stakeholders on the progress of implementation and aid informed decision making;
- d) It is a demonstration of accountability and transparency in the implementation of county projects and programs;
- e) M & E promotes learning, feedback and knowledge sharing on results and lessons learned among implementing partners; and ensures the continuous sharpening and focusing of strategies and assist in the mobilization of appropriate and responsive interventions at all stages of implementation.

Regular monitoring and evaluation will focus on the following issues:

- a. **Activities** being implemented within set timelines and progress being made;
- b. The rate at which **inputs** (budgets, staffing and finances) are being used within agreed budget lines;
- c. The extent to which the **desired results** are being achieved in relation to set targets;
- d. **Changes in the project** environment and whether the assumptions still hold.

### Systematic and timely reporting on the progress of implementation of the Strategic Plan

The monitoring and evaluation of the implementation of the strategic plan shall be vested in the Secretariat within the Division of Economic Planning. In line with the Result based M&E framework, the following key reports shall be regularly compiled:

#### Monthly Activity Report

The report will be prepared on a monthly basis by departmental directors and should be submitted to the Secretariat for compilation before submitting to Executive Committee. The report will contain the status of implementation of key activities and related actions undertaken during that particular month. The report will highlight progress made and any technical support that may be required. It also allows for lessons to be shared, and adjustments made or corrective actions and decisions to be taken, where necessary.

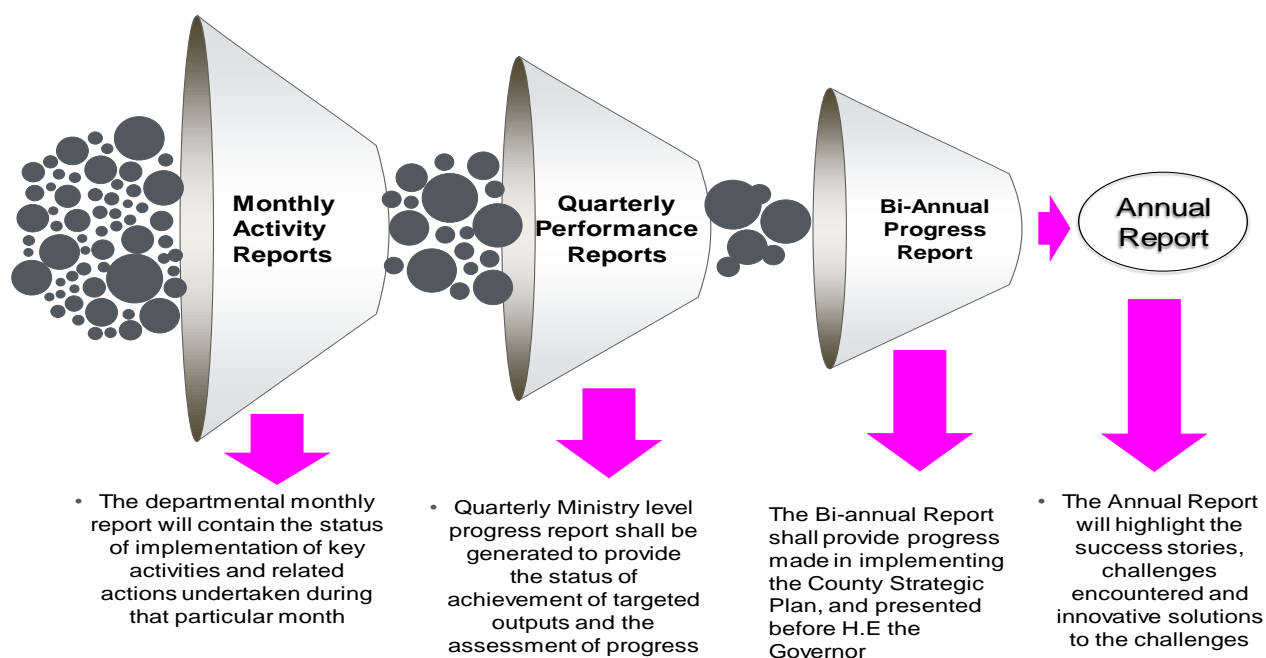
#### Quarterly Performance Report (Departments)

At department level, a quarterly directorate progress report shall be generated to provide the status of achievement of targeted outputs and the assessment of progress towards the strategy objectives and goals.

### Bi-Annual Progress Report (Six months)

The bi-annual progress report shall be prepared by M&E Secretariat in collaboration with the departments. The report shall provide progress made in implementing the County Strategic Plan. The departments responsible for respective intervention areas will present their M&E Quarterly Reports providing information and updates on projects and programmes under implementation in their departments in a Meeting chaired by H.E the Governor or H.E. the Deputy Governor. The reports will also provide an opportunity to share “lessons and experiences.”

## M & E framework to support systematic and timely reporting on the progress of implementation of the Strategic Plan



### Annual Report

The annual report shall provide information and data on the progress made in implementation of the County Strategic Plan by all relevant departments and stakeholders. The report will highlight the success stories, challenges encountered and innovative solutions to the challenges. It also highlights the priority programs for the next year and strategies for maintaining and improving existing programs.

In order to create common standards in reporting, agreed formats will be adopted and used at different levels. The framework below could be adopted for M&E reporting:

### Sample Monitoring & Evaluation Framework

Hierarchy of Objectives	Performance Indicators	Baseline status	Responsibility for Data collection & analysis and reporting	Reporting Timeframe	Report Recipients
Broad Objectives				Annual	
Impact/Outcomes				Annual	
Outputs				Quarterly	
Activities				Monthly	
Inputs				Monthly	

## CHAPTER 8: IMPLEMENTATION PLAN

The implementation plan is critical to ensure that target outcomes or impacts are achieved on the interventions already agreed for execution by the County. Maximizing the prospects of successful delivery requires appropriate management discipline as teams of different people with different skill sets collaboratively work together towards delivering the overall goals.

The implementation plan is especially important as it:

- Creates a process for thinking through the critical components of the interventions in a structured manner
- Allows anticipation of challenges and bottlenecks by detailing all the critical steps of the interventions in advance
- Creates an avenue for addressing any discrepancies or conflicts in a timely manner and before they become costly
- Creates a short interval control system which in turn aids efficiency and encourages a steep learning curve - this is especially important for projects that are time-bound or that create output that becomes input for other projects
- Supports the management and leadership teams in coordinating different units and keeping track of the different aspects of execution of the various interventions
- Facilitates a culture of forward thinking and proactiveness.

The implementation plan will be used in the following ways:

- As a tool for development and translating the plans or ideas contained in this strategic plan to **actions**.
- As a **tool** to determine and guide **timelines** for implementation, as well as define **roles** and **responsibilities** for the participants

- c. As an assistive tool to develop **timely** and **accurate communication** to the **stakeholders** in the projects

Implementation planning has a strong management focus that requires best practice approaches in handling different stakeholders and participants as well as observing project scope, budgetary and time constraints.

Underlying a comprehensive implementation plan, the success is predicated on the development of strong working relationships and teams with a shared commitment to the vision and mission of the county government.

The key elements of implementation planning are shown in the framework below:

## Implementation Framework

Objectives of implementation planning	Key elements of implementation planning
<ul style="list-style-type: none"> <li>Assists the County leadership to identify bottlenecks and prioritize activities crucial to the success of the entire organization</li> <li>Provides feasibility check on the capability of the County to deliver on targets—specifically time sensitive targets</li> <li>Supports County leadership team to coordinate and keep track of the execution of the different business plan activities</li> </ul>	<div>Key Tasks</div> <ul style="list-style-type: none"> <li>Set detailed steps on execution of interventions by members of the Bomet leadership team to achieve their targeted objectives and milestones to be achieved</li> </ul>
	<div>Timelines <i>Date Start, Date Finished, Frequency</i></div> <ul style="list-style-type: none"> <li>Start and end dates per key tasks proposed, based on discussions with the team leaders and predetermined dates. Some tasks need to be repeated regularly or performed on an on-going basis,</li> </ul>
	<div>Responsibilities</div> <ul style="list-style-type: none"> <li>Activity team leaders or departmental heads will exercise direct responsibility for each key task and ensure it is accomplished.</li> <li>Some members of the Bomet leadership team may be in charge of certain tasks, transitioning to other members of the Bomet leadership team for follow-up</li> </ul>
	<div>Milestones</div> <ul style="list-style-type: none"> <li>Key targets that need to be achieved—signifying an important step towards implementation of the County strategic plan desired objectives</li> </ul>

The Detailed Implementation plans for each area and activities are provided in the Implementation Matrices.