



COUNTY GOVERNMENT OF NANDI
DEPARTMENT OF LANDS, ENVIRONMENT AND NATURAL RESOURCES

STRATEGIC PLAN 2018-2023



CONSERVE FOR FUTURE GENERATIONS



Edit with WPS Office

FOREWORD

This strategic plan covers the period 2013-2017 and is aimed at guiding the Department of Lands, Environment and Natural Resources in delivering its mandate. It is a product of extensive collaboration and comprehensive feedback from our internal and external stakeholders. The strategic plan is anchored on Kenya Vision 2030 and the Nandi County CIDP, while also taking into account the provisions and expectations of the Constitution of Kenya and Nandi residents.

In this Strategic Plan we have developed our Department's vision, mission, objectives, strategies, outcomes and expected performance benchmarks. We have also provided a framework for realising the delivery of tangible development results to all residents of Nandi County. The plan will also act as a guide for assessing performance and achievements of results in the department for the next five years, across all its responsibilities.

The implementation of this strategic plan is the responsibility of not just the CECM, Chief Officer or Directors but all staff in the department. Working as a team to deliver services, each directorate will be required to translate the strategic action plan into annual work plans to provide the foundation for departmental performance evaluation and budgeting. At the same time, we expect to see closer collaboration, consultation and communication between all County Departments. During the planning period, the department will strive to achieve the following objectives:

1. To provide physical planning services in order to facilitate orderly and sustainable growth and development in the County (Prepare County Spatial Plan and ensure development control)
2. To provide quality and affordable water and sanitation services for all the residents of Nandi County.
3. To enhance environmental protection, conservation and management in the county
4. To ensure transparent land resolution conflict mechanism, settlement and management in the county



5. To promote use of green energy
6. To enhance stakeholders participation in county planning process and natural resource management
7. To establish efficient and effective institutional framework for implementation, monitoring and evaluation.
8. To build the capacity of the staff to perform the functions of the department effectively
9. To ensure comprehensive and effective survey and mapping within the county

This strategic plan provides the roadmap to meet these objectives. We implore our staff, stakeholders and Nandi residents to join us in that effort.

I wish to acknowledge the role played by our Chief Officer, Mr. David Marie Kosgey for providing leadership during preparation of this strategic plan. The role played by the core team, other members of staff and stakeholders is also highly appreciated.

**H.E the Governor
Stephen Sang
Nandi County**

PREFACE

The preparation of the Strategic Plan for the Department of Lands, Environment and Natural Resources has provided a direction on the path to take to ensure that its mandate and functions are effectively executed within the next five years.

This strategic plan is a product of concerted teamwork of staff and stakeholders with whom we share a common vision for Nandi County. The plan takes cognizance of fundamental importance of natural resources in development. It will guide the Department's programmes, projects and activities for the period 2013-2017. It sets out strategies, objectives, programmes, risk analysis, monitoring and evaluation framework in the administration of the Department's programmes.

The Department will work with many strategic partners within and outside government. They may include professionals and professional institutions, contractors, NGOs, CBOs, other Departments in the county and the public. The Department has therefore developed a strategic plan that is aimed at effective planning and setting of smart objectives and strategies.

Performance contracts and annual work plans for the Department for guiding and reinforcing implementation of programmes and projects will be derived from this strategic plan. I am confident to note that this strategic plan has been developed in alignment with the Kenya vision 2030 and County Integrated Development Plan.

The Departmental strategic plan is founded on strong consultative and participatory process involving internal and external stakeholders. This will help the Department achieve its objectives. Secondly, allocation and utilization of resources efficiently through this plan will actualize our vision which is; *To be a leading department in steering the county into achieving sustainable land management, participatory forest management and provision of clean water in order to achieve high standard of living.*

The strategic plan will endeavor to see to it that the Department plays its rightful role in the Development of Nandi County.

Dr. Philemon Bureti
County Executive Committee Member



Department of Lands, Environment and Natural Resources

ACRONYMS

AIA-Appropriation in Aid

AIC-African Inland Church

CBOs-Community Based Organization

CEC- County Executive Committee

CECM- County Executive Committee Member

CIDP- County Integrated Development Plan

CFA- Community Forest Associations

EIA- Environmental Impact Assessment

EMCA- Environmental Management and Coordination Act

E-Government- Electronic Government

GAAP-Generally Accepted Accounting Practices

GDS- Geodetic Datum System

GIS- Geographical Information Systems

GIZ- Deutsche Gesellschaft fur Internationale Zusammenarbeit

ICT- Information Communication Technology

IOPs- Individual Operation Plans

JICA- Japan international Co-operation Agency

KFS- Kenya Forest Service

KNBS-Kenya National Bureau of Statistics

KIPPRA- Kenya Institute of Public Policy Research and Analysis

KWS- Kenya Wildlife Service

LVEMP- Lake Victoria Environmental Management Programme

M&E- Monitoring and Evaluation

MOU- Memorandum of Understanding

MoLHUD- Ministry of Lands, Housing and Urban Development



MCA- Member of County Assembly

NEMA- National Environmental Management Authority

NGOs- Non-Governmental Organizations

NIMES-National Integrated Monitoring and Evaluation System

NLC- National Land Commission

PESTEL- Political Economic Social Technological Environmental and Legal

PC- Performance Contract

PMS- Performance Management System

PPA- Physical Planning Act

RIMs- Registry Index Maps

SWOT- Strength, Weakness, Opportunities and Threats

SNV- Netherlands Development Organization

TOR- Terms Of Reference

TNA- Training Need Assessment

WARMA- Water Resource Management Authority

WRUAS- Water Resource Users Association

WASREP-Water Services Regulatory Board

WSPs-Water Service Provider

WSTF- Water Service Trust Funds

UN- United Nations

4Rs- Reduce Reuse Recycle and Refuse



ACKNOWLEDGEMENT

The Strategic Plan clearly articulates the Department's strategic direction based on its vision, Mission and core-values; whereas the plan implementation matrix provides the details of how the strategic plan will be implemented. It is also imperative to note that the implementation of the plan cannot be achieved without a comprehensive institutional, monitoring and evaluation framework. Consequently both components have been included in the Strategic Plan document. It is expected that as part of implementing the strategic plan the Department will develop and Operationalize its monitoring and evaluation system.

This Strategic Plan was developed through the efforts of individuals and institutions. The first acknowledgement goes to the staff of the Department of Lands, Environment and Natural Resources for their continuous and endless efforts in participating and contributing to the successful development of the strategic plan

I also wish to thank the County Executive Committee Member, Dr. John Kipkorir Chumo and stakeholders for their valuable inputs and support. Special thanks go to the staff of Survey, Physical Planning, Water and Environment specifically the secretariat; Barnabas Kiplimo, Evans Chadiva, Veronicah Kioko, Phelemon Busienei, Alfayo Lel, Euginia Chebet, Julius Korir, Kennedy Kirwa for their valuable effort dedicated towards preparation of this strategic plan.

It is my conviction that on the basis of this strategic plan, the department is on a firm footing to facilitate administration and management of land, physical planning, surveying, water provision and environmental conservation in the County.

Solomon Mang'ira
Chief Officer
Department of Lands, Environment and Natural Resources

TABLE OF CONTENTS

FOREWORD.....	i
PREFACE.....	iii
ACRONYMS.....	v
ACKNOWLEDGEMENT.....	vii
TABLE OF CONTENTS.....	viii
LIST OF FIGURES.....	xi
EXECUTIVE SUMMARY.....	xii
CHAPTER ONE.....	1
INTRODUCTION/INSTITUTIONAL REVIEW.....	1
Background /Overview.....	1
Kenya Vision 2030.....	1
Medium Term Plan (MTP II) 2013-2017.....	2
Rationale for the Strategic Plan.....	2
Global, National and County issues concerning the department.....	3
Current development issues.....	4
Mandate of the Department.....	6
Functions of the department.....	6
Vision statement.....	7
Mission Statement.....	7
Core values.....	7
Institutional Framework/Organizational Structure.....	7
Methodology.....	7
CHAPTER TWO.....	9
SITUATION ANALYSIS.....	9
SWOT Analysis.....	9
PESTEL Analysis.....	11



Stakeholder analysis.....	16
CHAPTER THREE.....	22
STRATEGIC ISSUES/GOALS, STRATEGIC OBJECTIVES AND STRATEGIES.....	22
Introduction.....	22
Overall goal.....	22
Specific Objectives.....	22
CHAPTER FOUR.....	31
IMPLEMENTATION OF THE STRATEGIC PLAN.....	31
Introduction.....	31
Staff establishment and requirements.....	31
Resource requirements and mobilization strategies.....	32
Assumptions.....	39
Risk Management.....	40
CHAPTER FIVE.....	43
MONITORING, EVALUATION AND REPORTING.....	43
Introduction.....	43
Monitoring and evaluation framework.....	43
Monitoring methodologies.....	43
Evaluation mechanisms.....	45
Evaluation Tools.....	46
Critical success factors.....	46
Progress reporting.....	46
Participatory M&E.....	47
ANNEXURES.....	48
Departmental quarterly reporting template.....	48
Existing Organogram for the Department.....	49
Proposed Organogram for the department.....	50



Water Section current development achievements.....	55
Staff establishment per sections.....	55
Implementation Matrix.....	59

LIST OF TABLES

Table 1: SWOT Analysis.....	9
Table 2: PESTEL Analysis.....	12
Table 3: Stakeholder analysis.....	16
Table 4: Strategies to achieve the objectives.....	28
Table 5: Staff establishment within the department.....	35
Table 6: Projected Resource Requirement.....	38
Table7: Capacity for resource mobilization.....	40
Table 8: Risk management.....	44

LIST OF FIGURES

Figure 1: Stakeholder Map.....	21
--------------------------------	----

EXECUTIVE SUMMARY

The constitution of Kenya 2010, defines land as:

- a) The surface of the earth and the sub surface rock
- b) Any body of water on or under the surface
- c) Marine waters in the territorial sea and the exclusive economic zone
- d) Natural resources completely contained on or under the surface; and
- e) The air above the surface of the earth

The department of Lands, Environment and Natural Resources incorporates and handles the above mentioned components of land. This Strategic Plan has also captured the above components which form the sections of the department.

The Department of Lands, Environment and Natural Resources Strategic Plan 2013-2017 provides the blue print for implementation of the department's mandate and functions for the next five years. The plan defines the role the department will play in translating and transforming its vision into reality for the benefit of Nandi county citizens. Effective management of natural resources is not only effective at generating sustainable revenue for the country, but is critical in directing these benefits towards poverty reduction and job creation in rural and urban areas.

The department has identified seven strategic objectives that highlight key interventions necessary to achieve desired outcomes. The objectives are to:

1. To provide physical planning services in order to facilitate orderly and sustainable growth and development in the County (Prepare County Spatial Plan and ensure development control)
2. To provide quality and affordable water and sanitation services for all the residents of Nandi County.
3. To enhance environmental protection, conservation and management in the county

4. To promote use of green energy
5. To ensure transparent land resolution conflict mechanism, settlement and management in the county
6. To enhance stakeholders participation in county planning process and natural resource management
7. To establish efficient and effective institutional framework for implementation, monitoring and evaluation.
8. To build the capacity of the staff to perform the functions of the department effectively
9. To ensure comprehensive and effective survey and mapping within the county

On the basis of each of these ten strategic objectives, the framework of the plan implementation reflects a strategy, key activities, performance indicators, responsible implementers, partners and timeframes. The department will also explore opportunities for accessing resources through Public-Private Partnerships and other development partners as well as stakeholders.

The Strategic Plan has been developed within the framework of the Department's mandate and functions and will be guided by its vision, mission and core values as stated below:

Vision

To be a leading department in steering the county into achieving sustainable land management, participatory forest management and provision of clean water in order to achieve the highest standard of living.

Mission

To ensure equitable and sustainable utilization of the county's natural resources and promote maintenance of a healthy environment for the current and future generations.

Core Values

- Integrity
- Team Work
- Creativity and innovation
- Quality Service
- Professionalism

Monitoring and evaluation will form a critical component for the successful implementation of the strategic plan. Monitoring and evaluation will assist the department in making evidence based decisions and continuously re-direct plan implementation in response to the dynamic changes in the environment and any emerging issues.

CHAPTER ONE

INTRODUCTION/INSTITUTIONAL REVIEW

Background /Overview

The Kenya Constitution 2010 established a devolved system of Government with a National Government headed by the President and 47 county Governments under Governors. As a result, some services, which were previously offered nationally, were devolved to the counties. Counties have specific constitutional Mandates under schedule 4 of the constitution. The County government Act section 46(1) empowers the County Executive to establish various departments for devolved functions as outlined in fourth schedule part 2 of the constitution of Kenya, 2010. To facilitate performance of the devolved functions, the Constitution provides for the establishment of a maximum of 10 ministries. One of such ministries created in Nandi County is the department of Lands, Environment and Natural resources.

The department generally deals with issues of land (physical planning, surveying, facilitation of titling), water, community forests, energy, minerals and environment as a whole. It is composed of four sections namely; Survey, Physical Planning, Water and Environment. These sections work towards achieving the collective development agenda of the County Government of Nandi.

Kenya Vision 2030

The Kenya Vision 2030 adopted by the Country in 2008 is aimed at transforming Kenya into a newly industrialized, middle-income country providing a high quality life to all its citizens by the year 2030. This calls for Counties to deliver accelerated and inclusive economic growth, higher living standards, better education and health care, increased job creation especially for youth, commercialized agriculture providing higher rural incomes and affordable food, improved manufacturing sector and more diversified exports. To realize this Vision, Kenya must create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy. The department will continue to play a key role in management of County land resources and conservation of environment to achieve Kenya Vision 2030.



Medium Term Plan (MTP II) 2013-2017

In order to achieve the goals of MTP II, flagship projects which cut across the three pillars and enablers of vision 2030 have been identified for implementation. The following are the flagship projects touching on the department:

- Preparation of National Spatial Plan which forms the basis for the preparation of County Spatial Plan
- Modernization of energy infrastructure network, promoting use of renewable energy sources and provision of energy that is affordable and reliable to businesses and homes
- Increasing green energy source by focusing on hydro, geothermal, wind and solar energy
- Utilization of digital technology in service delivery
- Completion of historical land injustices, ensuring security of land tenure and efficient registration of titles and records
- Adoption of national values and ethics in development
- Promotion of PPP in development
- Ensuring gender equality and consideration of the minority and marginalized groups in development
- Ensure implementation of Public Finance Management Act (2012)
- Protection of water towers

Rationale for the Strategic Plan

The Strategic Plan sets the framework for the Department of Lands, Environment and Natural Resources to facilitate administration and management of land, ensure sustainable utilization of land resources, ensure affordable and portable water and



environmental conservation. It has been prepared within the framework of the Department's mandate and functions as well as sector policies.

The implementation of this Strategic Plan will enable the Department to align its mandate, vision and mission, as well as its policy priorities to the Vision 2030. This Strategic Plan is therefore anchored in the Nandi County CIDP and will adjust to potential changes in subsequent plans.

The Strategic Plan will ensure that the Department provides tangible contributions in management of natural resources for sustainable development. It will also provide strategic direction for the Department with regard to policy implementation, land utilization, water supply and sanitation, capacity building, research, physical planning, surveying and environmental conservation. Lastly it will ensure that the above roles of the Department are effectively and efficiently planned and executed.

Global, National and County issues concerning the department

The department is challenged by the following global, national and county issues:

Climate change: This is a global issue which affects implementation of the functions of the department. Some areas of concern are land degradation, urban heat island, reduction in vegetation cover, changing weather patterns e.g El Nino, reduction in water volumes, pests and diseases.

Lack of National Spatial Plan: The National Spatial Plan is not yet completed. This has affected the manner in which lower level spatial plans are prepared which are supposed to be anchored on it.

Institutional conflicts: There has been a misunderstanding about distribution of functions between the National Land Commission and the Ministry of Land, Housing and Urban Development. This has affected the manner in which the department handles development control and surveying within the county.

Distribution of functions at the county: Physical planning functions have been shared between two ministries at the county; Lands, Environment and Natural resources (deals with land use planning) and devolved units and special programmes (deals with town planning). This separation has made it difficult to consolidate and implement physical planning functions. The two departments are supposed to prepare physical plans which link to each other, but priorities differ, a situation which has made it difficult to link the plans prepared by the two departments.

Encroachment to environmentally sensitive areas: Wetlands, rivers, steep slopes have been encroached by developments. This is greatly affecting the natural ecosystems. However, the department will put strategies in place on how to overcome this.

Lack of a county spatial plan: Development cannot not take place successfully and sustainably without a framework. Section 110 of the County Government Act requires that this plan be prepared for every county. However, the department will ensure that the spatial plan is prepared within this strategic plan period.

Limited access to portable water: Despite many efforts by governments to ensure that every household has access to clean water, many households are still to get this basic commodity. The department will put measures to ensure that residents of Nandi are supplied with this essential commodity.

Degazettement of forests for settlement: There are people living in areas that are gazetted as forests. This is an outcome of an exchange programme whereby the inhabitants surrendered their inhabitable land with an exchange with equivalent acreage on forest land (habitable). Up to date, degazettement of these forests has

not been done to enable issuance of titles to the affected families.

Current development issues

- i. **Environment conservation:** The department has planted 1.5 million seedlings to conserve the environment. Survey of wetlands has begun whereby currently the exercise is ongoing at Kibirong wetland.
- ii. **Policy formulation:** Bills on environmental conservation have been drafted. They include Kingwaal and Kibirong Integrated Wetland Management Plan, Draft Nandi County Environment and Management bill
- iii. **MOU for service delivery:** The department has entered into partnership with private sector for service delivery. The focus is in the area of water supply and environmental conservation. AN example is MOUs with GIZ on renewable energy, African centre for Technological Studies on capacity building on climate change, SNV on water supply, Water Services Trust Fund on water provision, sanitation and infrastructure development.
- iv. **Public awareness creation:** The department has conducted public awareness on areas of physical planning, environment, survey and water. A recent awareness creation has been on the Wildlife Management and Conservation Act of 2013.
- v. **Preparation of Strategic Land Use Plans for institutions:** 15 plans for schools, individuals and religious institutions have been prepared. These are to guide future developments within the institution compound in order to avoid land use conflicts. Some of these institutions where the plans have been prepared include: Kaiboi Technical Training Institute, Ainapngetuny Secondary School, Christ the King High School, St.Patrick Ndaptabwa Secondary School, AIC Mosoriot Secondary School, St. John Tachasis Secondary School, St. Stephen Kiptuiya Secondary School etc
- vi. **Preparation of subdivision/advisory plans:** Several land subdivision plans



have been prepared and titles issued. Some major subdivision plans prepared include the proposed Koitaleel Samoei university subdivision plan and Proposed Mosoriot University College subdivision plan.

- vii. **Surveying:** So far 41 boundary surveys, 21 subdivision surveys have been undertaken. The department has further solved 23 boundary disputes and implemented 14 court orders. Seven cadastral surveys have been done, identified 35 public utility plots and opened 15 roads of access. The section of survey has further examined and approved 450 surveys from private surveyors.

The National Titling programme which was undertaken within the county led to survey of nine farms with a total of 2,977su plots. Titles are yet to be issued.

- viii. **Development control:** The department the section of Physical Planning has scrutinized a total of 448 development applications including building plans, subdivision schemes, extension/change of user, extension of leases

Mandate of the Department

The department is mandated to perform functions relating to physical planning, surveying, facilitation of land registration and titling, water provision, efficient utilization of natural resources and environmental conservation and management. The mandate is drawn from the Constitution of Kenya fourth schedule which devolved the functions being undertaken by the department.

Functions of the department

The department is mandated to perform the following functions:

1. Provide physical planning services in order to facilitate orderly and sustainable growth and development in the County
2. Provide quality and affordable water and sanitation services for all the residents of Nandi County



3. Enhance environmental protection, conservation and management in the county
4. Ensure transparent land resolution conflict mechanism, settlement and management in the county
5. Promote use of green energy
6. Enhance stakeholders participation in county planning process and natural resource management
7. Establish efficient and effective institutional framework for implementation, monitoring and evaluation.
8. Build the capacity of the staff to perform the functions of the department effectively
9. Ensure comprehensive and effective survey and mapping within the county

Vision statement

The department aspires to be the centre of excellence in natural resource management and environmental conservation to achieve high standard of living for residents of Nandi County and beyond.

Mission Statement

The department commits itself to ensure equitable and sustainable utilization of natural resources in a participatory, transparent and environmentally friendly manner for sustainable development.



Core values

- Integrity
- Transparency
- Accountability
- Equity
- Team work
- Professionalism
- Creativity and innovation

Institutional Framework/Organizational Structure

The department operates within a legal framework to perform its functions. These include the Constitution of Kenya 2010, Physical Planning Act cap 286, County Government Act of 2012, urban areas and Cities Act of 2011, Survey Act, Water Act 2002, National Land Commission Act 2012, Land Act 2012, Land Registration Act 2012, Environmental Management and Coordination Act 1999, Forest Act 2005, Agriculture Act.

The department has four sections namely Survey, Physical Planning, Water and Environment.

Methodology

The Strategic Planning Process was conducted through a comprehensive and participatory approach, which included:

- Comprehensive review of all the relevant documents.
- Strategic planning workshop involving the key department personnel and culminating in the document:
 - Vision, Mission and Core Values of the Department
 - Review of the Department's performance
 - Conducting of Situation Analysis



- Formulation of Strategies
- Preparation of Strategic Plan Implementation Matrix
- Development of Evaluation Framework for plan implementation
- Development of Draft Strategic Plan through participatory approach by all sections of the department
- Finalization of the Strategic Plan



CHAPTER TWO

Situation Analysis

This chapter evaluates the current performance of the department in relation to its strengths, weaknesses, opportunities and threats (SWOT). It also identifies the political, economic, social, technological and legal (PESTEL) aspects surrounding the department. A stakeholder analysis is also presented highlighting areas of linkages with the department.

SWOT Analysis

This is an analysis of internal and external environments with view to identify the department's organizational strengths, weaknesses, opportunities and threats. This analysis will enable the department to find a mechanism of matching the external environmental trends (opportunities and threats) and internal capacities (strengths and weaknesses).

Table 1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">▪ Existing infrastructures▪ Skilled human resources▪ Existing legal frameworks▪ Commitment leadership at all levels▪ Existing plans for urban centres (not all centres)▪ Capacity to generate Revenue and AIA▪ Expansion water projects▪ Existence of natural catchment areas with fresh water▪ Existence of both gazetted, private and community forests▪ Existence of both government and	<ul style="list-style-type: none">▪ Inadequate technical personnel▪ Inadequate physical infrastructures i.e. vehicles, GPS and computes, office space▪ Inadequate planning data▪ Lack of GIS laboratory▪ Outdated development plans for towns/markets hence not easy to implement on the ground▪ Inadequate research▪ Lack of enforcement officers to help in development control▪ Insufficient funding▪ Amendment of RIMs done outside the county



<p>non-governmental organizations including NEMA, KFS,KWS,Nature Kenya ,LVEMP II Programme among others</p>	<ul style="list-style-type: none"> ▪ Low water coverage on improved safe and clean water and sanitation ▪ Ineffective enforcement of laws and regulations ▪ -Lack of appropriate equipment e.g. noise survey equipment, ▪ Inadequate staff ▪ Vandalised/destroyed Survey control network (pillars) Demoralised staff
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> ▪ Decentralized units at county and sub-county levels ▪ Active County Land Management Board and Land Control Boards ▪ Existing indigenous knowledge on land use planning and management ▪ Leadership good will ▪ Existing legal and administrative framework like the Constitution and other legislations ▪ Increased demand for land services ▪ Increased emphasis on research ▪ Availability of productive land ▪ Creation of public awareness on planning activities and operations i.e. land use frameworks, zonal, 	<ul style="list-style-type: none"> ▪ Unfavorable land tenure systems ▪ Corruption in the land system ▪ Cultural practices that hinders effective land planning and management i.e. customary land ownership ▪ Negative perception of the Department by the public ▪ Conflicting legislation on Land ▪ Role conflict between MLHUD and NLC affects operations of the department. ▪ Political interference and vested interest on land ▪ Unpredictable budgetary cuts by the county treasury ▪ Sub division of land into smaller uneconomical sizes/portions thus people rendered land less, low production(policy to restrict sale



<p>sectorial and special plans and planning standards and regulations.</p> <ul style="list-style-type: none"> ▪ The constitutional dispensation on the mandatory preparation of county Spatial plan for budgetary allocations. ▪ Availability of modern technological equipment like GIS and GPS receivers for surveying and mapping to produce quality maps and plans ▪ Budgetary allocation ▪ Presence of favorable weather for planting ▪ Availability of land for tree planting ▪ Availability of qualified personnel who can be recruited ▪ Emergency of new techniques in surveying, planning and environmental conservation ▪ Availability of resources for green energy ▪ Willingness of partners in green energy production 	<p>and sub division of land)</p> <ul style="list-style-type: none"> ▪ Encroachment and pollution of water catchment areas ▪ Late funding of water projects ▪ Fire outbreaks ▪ Chemical pollution ▪ Deforestations ▪ Unsustainable economic activities e.g sand harvesting, brick making, clay harvest, overgrazing
---	--

PESTEL Analysis

Political, Economical, Social, Technological, Environmental and Legal (PESTEL) were analysed to determine the extent to which they would affect positively or negatively the strategies to realize the mandate of the department.





Edit with WPS Office

Table 2: PESTEL Analysis

PESTEL ANALYSIS /ISSUES	CURRENT SITUATION OR IMPACT	EFFECT TO PERFORMANCE
<p>POLITICAL</p>	<ul style="list-style-type: none"> • Politicizing of environmental issues • Existence of broad based environmental laws and regulations • New political dispensation with clear development agenda (Devolution) • Good will from the Government and political leaders • Political interferences and vested interest (some of political leaders) • Transparency and accountability in the e- government system • The Kenya Vision 2030 and its Medium Term Plans that provide foundation for faster socio-economic development • CIDP in place • Politicizing of water and sanitation availability and access to all residents 	<ul style="list-style-type: none"> • Lack of implementation of environment programs • Creation of decentralized units to perform functions of the department • Effective service delivery • Proper utilization of resources • Cascading Vision 2013 and MTP to the department • Guideline in implementation of projects
<p>ECONOMICAL</p>	<ul style="list-style-type: none"> • High levels of poverty • Unemployment • Food insecurity • Urbanization and uncoordinated settlements • Speculative demand for land • Inadequate funds • Fluctuating land prices • Low level of entrepreneurship or business intake 	<ul style="list-style-type: none"> • Low level of participation • Emergence of criminal activities e.g vandalism • Low development • Emergence of slums • Increased land prices • Attract investment • Advanced development



	<ul style="list-style-type: none"> • Expansion of the e-business • Increased Public Private Partnerships • Potential economic growth opportunities • Inadequate funding for water sector • Poor marketing of farm produce • Availability of micro-financial institutions • Multi-national companies 	
SOCIAL	<ul style="list-style-type: none"> • Rapid population growth • Conflicts in natural resource management • Negative traditional and cultural practices • Increased public participation in decision making • Increased awareness on Human Rights issues • Conflicts in land use and ownership • High expectation arising from devolved Government system • Public awareness on land rights • Proliferation of slums and informal settlements • Inequality in land ownership • Changing culture of land ownership • Unsustainable demand for land • Inadequate public awareness on functions of the Department • High poverty levels and inequalities 	<ul style="list-style-type: none"> • Challenge in provision of infrastructure • Seek for alternative conflict resolution mechanisms • Low public participation • Increased sense of ownership of projects • Provide alternative strategies to settle the affected persons • Proper planning and execution of programs and projects • Challenge in settling the inhabitants • Affect implementation of national values e.g equity • Consider the marginalized and minorities in land ownership • Low development



	<ul style="list-style-type: none"> • Gender disparities in water sector and management 	
TECHNOLOGICAL	<ul style="list-style-type: none"> • Lack of modernized noise survey, planning and mapping equipment and tools • Emergence of innovations in geographic information system technologies • Increased use of ICT • Technological advancement • Availability of modern technology in land information, physical planning, surveying and mapping. • Inadequate ICT infrastructure in the county • E-governance policy • Rapid changes in technology • High cost of acquisition of modern technology such as GIS laboratory and survey equipment 	<ul style="list-style-type: none"> • Challenge in implementation of activities • Adoption of GIS technology in service provision • Digital provision of services • Low service delivery
ENVIRONMENTAL	<ul style="list-style-type: none"> • Climate change and Global warming • Deforestation • Wetland reclamation • Poor waste management • Water and soil pollution • Unplanned settlements and developments • Sand harvesting • Loss of bio-diversity • Land degradation 	<ul style="list-style-type: none"> • Adoption of environmentally friendly measures • Make it difficult to achieve the target of increase in forest cover from 19-25% • Provoke the department to enforce laws and regulations • Put measures in place for sustainable waste disposal • Put planning strategies in place



	<ul style="list-style-type: none"> • Green economy • Encroachment into fragile ecosystems and water catchments • Urban sprawl and decay resulting from slums and informal settlements • Degradation and pollution of water catchment areas 	
LEGAL	<ul style="list-style-type: none"> • Inadequate capacity by the department to enforce environmental and land regulations • Lack of county specific environmental laws • Inappropriate and inconformity of existing water laws and constitution • Conflicting land laws 	<ul style="list-style-type: none"> • Low implementation • Push for recruitment of enforcement officers • The department will ensure that county specific environmental laws are enacted and implemented • Difficulty in implementation

Stakeholder analysis

The department works with various stakeholders ranging from public, private, civil societies and general public in areas of natural resource management and environmental conservation.

Table 3: Stakeholder analysis

Stakeholders/Partners	Area(s) of Interest or Collaboration	Strategic Actions to Obtain Support or Collaboration
1. National Government and other County departments	Collaboration and cooperation on functions of development and non-development partners	Setting up legal and administrative structures
2. NLC	Management of public land on behalf of County residents	Collaborate in management of public land
3. Kenya Institute of Planners	Regulatory body for physical planning	Consult on issues of physical planning
4. Institution of Surveyors of Kenya	Promotion of governance and land profession	Consult on matters of survey
5. Department of Devolved Units and Special Programmes	Town planning which is the basis for development control	Collaborate with the department in matters of town planning
6. Regional Centre for Mapping of resources for development	Provision of consultancy services of equipment and digital data	Consult on matters of mapping of resources
7. UN Habitat	Promote environmental sustainability and reduce poverty	Development of proposals for technical assistance, funding, etc.



	through improved settlement planning and governance Financial support and capacity building	
8. Land buying companies	Provision of planning and surveying services	Sensitization on law requirements relating to their land
9. Multinational corporations	Promote environmental conservation Corporate Social Responsibility Investment to promote local farmers Source of revenue to the county government	Collaborate and regulate their activities
10. World Bank	Financial support and Capacity building	Development of proposals for capacity building
11. JICA	Spatial and infrastructure development and capacity building	Development of proposals for funding and capacity building
12. Property developers	Development control	Sensitization on law requirements relating to their developments
13. Community	Key implementers of sectoral	Involve them in decision making



			projects	
14. County Assembly			Legislation and approval of Policies	Strengthen collaboration and partnership
15. NGOs/CSOs/CBOs			Creation of awareness on rights and privileges of the public Management and promotion of good governance through advocacy of the rights of the minority and farmers. Capacity Building Donor funding	Strengthen collaboration and partnership
16. Kenya National Bureau of Statistics (KNBS)			Collection and dissemination of consumable data for planning purposes	Strengthen collaboration and partnership
17. Research institutions Universities	e.g	KIPPRA,	Research and development	Strengthen collaboration and partnership
18. KFS			Management and conservation of gazette forests within the county	Collaboration in the conservation of Nandi South ,Nandi North, Serengonik, Tinderet and Kimondi forests



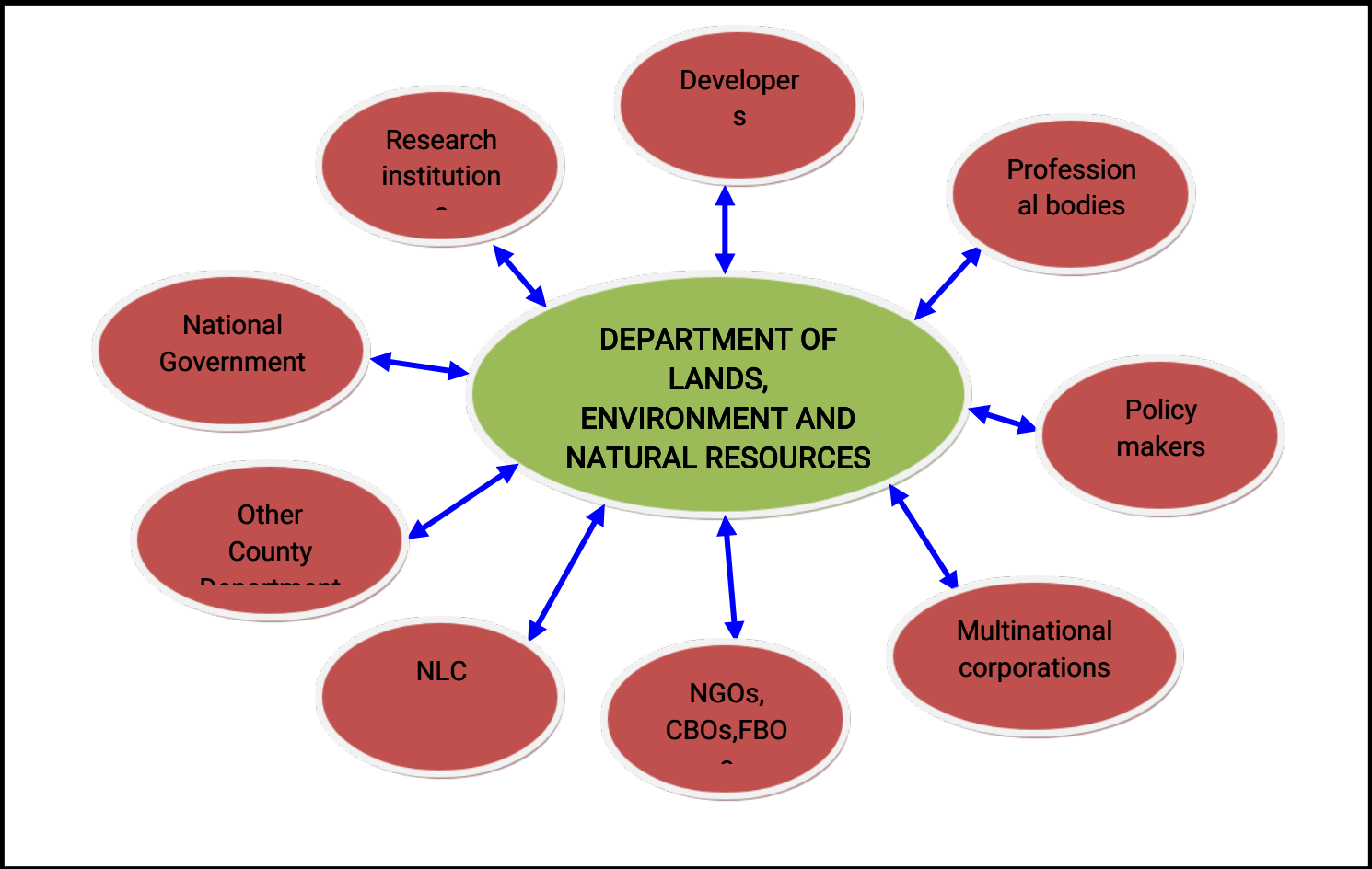
19.KWS	conservation of wildlife especially the endangered Sitatunga species in Kingwal swamp including their habitats	Collaboration in the implementation of the developed integrated management plans
20.NEMA	Enforcement of environmental laws including the environmental Management and Coordination Act of 1999	Collaboration in implementing environmental regulations and standards
21.NGO'S e.g. Nature Kenya	Promoting conservation and rehabilitation of degraded ecosystems within Nandi	Collaborate in the management of natural resources Collaborate in formulation of environmental laws and regulations
22.CFA : Community Forest Association	Work hand in hand with KFS in the management of forests	Integrate CFA in the County structure as a key stakeholder in conservation of forests
23.WARMA	Protecting water resources and increasing water availability Receive water permit applications for water abstraction and recharge, determine, issue and vary water permits and enforce the conditions of those permits	Collaborate with the department, community and political leaders
24.WASREP	To control and monitor provision	Collaborate with judiciary and the



	of quality water services	department
25.WSPs	Provision of water services within the area specified in the license	Collaborate with the county government
	Development of county assets for water service provision	Regulate them
26.WRUA's	Community associations for collaborative management of water resources and resolution of conflicts concerning water use	Community collaboration and county government
27.WSTF	Manage and allocate the resources of the fund and implement guidelines for financing projects	Collaborate with the community, department and the county government



Figure 1: Stakeholder Map



CHAPTER THREE

STRATEGIC ISSUES/GOALS, STRATEGIC OBJECTIVES AND STRATEGIES

Introduction

This chapter focuses on the strategic direction of the department. It captures the main goal, issues, strategic objectives and strategies. Under this strategic plan deliberate efforts are going to be made upon which the department will come up with specific institutional frameworks and intervention towards equity and equality in land use management, environmental management and sustainable utilization of natural resource.

Overall goal

To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Specific Objectives

1. To provide physical planning services in order to facilitate orderly and sustainable growth and development in the County
2. To provide quality and affordable water and sanitation services for all the residents of Nandi County
3. To enhance environmental protection, conservation and management in the county
4. To ensure transparent land resolution conflict mechanism, settlement and management in the county
5. To promote use of green energy
6. To enhance stakeholders participation in county planning process and natural resource management
7. To establish efficient and effective institutional framework for implementation,



monitoring and evaluation.

8. To build the capacity of the staff to perform the functions of the department effectively
9. To ensure comprehensive and effective survey and mapping within the county



Table 4: Strategies to achieve the objectives

Issues	Strategy objectives	Strategies	Activities
Urban sprawl	To enforce development control and enforcement compliance, setting and establishing rural-urban limits in the county	-Creation of buffer zones -Strengthening institutional capacity to implement planning standards and regulations	-Demarcation -Recruit staff
Unplanned settlements and urban areas	To ensure efficient and effective planned settlements and urban areas	-Enforce development control and compliance, penalties on non compliance, -Creation and operationalization of institutions to oversee planning, operation and standards	-Process development applications -Create offices at the sub-county level
Inadequate technical personnel	To ensure enough and competent technical personnel to facilitate activities and operations of the department	Recruitment of more technical staffs, training of current staff on emerging issues through seminars and conferences	Recruit and train staff
Inadequate infrastructure and equipment	To acquire and equip the department with the necessary infrastructure	-Procurement /leasing of infrastructure i.e. equipment, construction of offices, purchasing of departmental vehicles to	Procure/purchase/lease infrastructure

		enhance surveillance in the county	
Fragmentation of land into uneconomical sizes in the county	To implement minimum land acreage within the county	-Operationalize the minimum land acreage law, implementation of land use framework and zonal plans, public sensitization and awareness, make regulations on subdivisions	-Implement land laws -Implement land use plans -sensitize the public -Prepare regulations on subdivisions at county level
Inadequate planning data and control points	To enhance establishment of database systems to store planning and survey data	-Purchase of GIS software and systems, computers and GPS system for database storage -Acquisition of modern geodetic equipment	Purchase of software and hardware for survey and planning
Encroachment of environmentally fragile areas	To enhance protection on the areas through establishment of buffer zones and development control measures	-Establishment of buffer zones, siting economically environmentally land uses to those areas i.e. forest cover and light recreational activities -Harmonization of land laws by the national and county governments	-Prepare zoning plans -Participate in the harmonization of land laws
Lack of county spatial plan	To encourage establishment of integrated county spatial plan to	Financing and facilitating establishment of county spatial	Prepare county spatial plan



	guide development in the county	plans, sectorial and special planning areas in the county	
Inefficient and ineffective natural resource utilization and management	To ensure resource mobilization, equitable distribution and allocation through involvement and participation of all stakeholders effectively and efficiently	<ul style="list-style-type: none"> -Identify all existing natural resources, ensure equity and equitable resource distribution and utilization, mapping all the available existing natural -Develop policy on the utilization and management of natural resources 	<ul style="list-style-type: none"> -Undertake resource mapping -Prepare policy on resource utilization
Environmental awareness and education	To ensure effective dissemination of environmental information to the members of public	<ul style="list-style-type: none"> -Constituting an awareness team -Identification of areas of awareness -Practice relevant awareness and education materials -Development and implementation of an awareness and sensitization policy 	<ul style="list-style-type: none"> -Constitute awareness creation team -undertake awareness creation
Control of noise pollution	To ensure compliance to the registered noise levels as stipulated in the Environmental management	<ul style="list-style-type: none"> -Employment and training of appropriate staff to enforce noise regulation 	<ul style="list-style-type: none"> -Recruit staff -Purchase noise survey equipment



	(noise and excessive vibrations) regulation of 2009	-Acquisition of noise survey equipment -Recruitment and training of enforcement officers	
EIA review ,compliance and enforcement	To ensure that the proposed projects undergo the mandatory EIA as stipulated in section 58 of EMCA 1999 and that the proposed Environmental Management Plan as stipulated to the later	-Constitution of a County EIA review team -Submission of comments to NEMA in a timely basis -Carry out joint inspections with NEMA	-Form County EIA review team -Submit comments to NEMA on timely basis -Undertake joint inspection with NEMA
Tree nursery establishment and management	To facilitate the establishment of a model tree nursery at every sub-County	-Acquisition of sufficient land appropriate for the establishment of a tree nursery -Recruitment and training of six tree nursery attendants -Acquisition of tree nursery implements and seeds -Establishment of the tree nurseries	-Purchase land for tree planting -Recruit and train tree nursery attendants -Purchase tree nursery seeds and implements -Establish tree nurseries
Tree planting	To increase the forests cover of the County from the current 19% to 25%	-To plant an average of one million seedlings per year for a period of five years	-Plant 1 million seedlings per year for 5 years



	within the next five years	<ul style="list-style-type: none"> -To establish a tree nursery at every sub-county -To encourage farmers to practice agro -forestry 	-Establish tree nursery at every sub-county
Wetland and catchment protection	To ensure that all the wetlands and catchments areas are sustainably utilized and managed for the present and future generations	<ul style="list-style-type: none"> -Mapping of all wetlands in the county -Survey and demarcation of all the wetlands in Nandi County -Preparation and implementation of the Wetland Management Plan -Fencing and protection of the wetlands -Removal of eucalyptus trees in all the wetlands -Wetland monitoring and reporting 	<ul style="list-style-type: none"> -Map all wetlands in the county -Survey and demarcate the wetlands -Prepare and implement Wetland Management Plan -Fence wetlands -Remove eucalyptus from wetlands -Monitor and report on wetland management
Water Service Governance	<ul style="list-style-type: none"> -Water service delivery framework -Service provider performance and 	<ul style="list-style-type: none"> -Process and plan for agreements with all water service providers 	<ul style="list-style-type: none"> -Sign agreements with WSP -Provide water service



	<p>equity monitoring frame work</p> <ul style="list-style-type: none"> -Annual technical monitoring progress report -Urbanization framework -Asset management framework -County asset inventory -Coordination and sector learning framework defined -Annual county public sector progress report -Revised county water and urbanization policy 	<ul style="list-style-type: none"> -Provision of agreed water service delivery framework -100% of the population is served by water service providers with a water service provision agreement -Monitoring framework for water service and water service provider 	<p>delivery network</p> <ul style="list-style-type: none"> -Monitor the framework
Water Service Management	<ul style="list-style-type: none"> -Feasibility study service provision models -Awareness raising plan for opportunities for private operators -Post-construction support to WSP and delegated service management operators package defined 	<ul style="list-style-type: none"> -creating awareness raising plan in collaboration with other stakeholders for opportunities -post-construction support package to WSPs -feasibility study that outlines options for service provision models 	<ul style="list-style-type: none"> -Create awareness on importance for collaboration -Offer post-construction support package to WSPs -Undertake feasibility study for water service provision
Water Service	<ul style="list-style-type: none"> -Rural water capital investment 	<ul style="list-style-type: none"> -Prioritize registration of WSPs and 	<ul style="list-style-type: none"> -Register WSPs and water



Infrastructure	<ul style="list-style-type: none"> -Urban water capital investments -Roof rain water catchment plan -Urban sanitation capital investment 	<p>water service management</p> <ul style="list-style-type: none"> -Upgrade or rehabilitate piped schemes with tap stands -Upgrade and rehabilitate point sources 	<p>service management</p> <ul style="list-style-type: none"> -Upgrade piped schemes with tap stands -Rehabilitate point sources
Capacity Development	Capacity development plan	Carrying out of trainings	Train staff
Resource Mobilization	<ul style="list-style-type: none"> -County level strategic plan discussions -National level strategic plan discussions -Private sector investment plan 	Approaching potential funding agencies	Establish and partner with different donors



CHAPTER FOUR

IMPLEMENTATION OF THE STRATEGIC PLAN

Introduction

Implementation of this strategic plan will require innovativeness, commitment and team work among staff, stakeholders and political leaders. This chapter presents framework that highlights strategy implementation mechanism and coordination. The implementation will require that staff establishment and requirement be reviewed and resource mobilization strategies be developed.

Staff establishment and requirements

The department is headed by CEC assisted by Chief Officer. It has various sections namely: Survey, water, physical planning and environment. These sections work together to achieve the shared vision of the department. The Organogram for the various sections has been annexed.

Human resource (staff) capacity of the department will be a critical requirement for plan implementation. Consequently; during the plan implementation period, the department will endeavour to utilize the capacity of personnel through focused deployment of qualified and experienced staff as well as training and competency development. The department will collaborate with various institutions and partners in providing training in highly specialized areas.

Table 5: Staff establishment within the department

Category	Job Group	Proposed establishment	In post	Deficit (Required)
CEC		1	1	0
Chief Officer	S	1	1	0
Directors	Q/R	4	0	4
Assistant Directors	P/Q	6	0	6
Sub county physical planners	K,L,M,N	6	1	5
Sub-county Surveyors	K,L,M,N	6	3	3
Sub-County water	K,L,M,N	6	6	0



officers				
Assistant Physical Planners (Draughtsmen)	K,L	6	1	5
Water engineer	L,M,N,P	1	1	0
Ass. Water engineer	K,L,M	1	0	1
Deputy sub-county surveyor	J,K,L,M	6	2	4
Deputy sub county water officers	J,K,L	6	0	6
Surveyors	H,J,K,L,M	18	1	17
Enforcement officers	J/K	16	0	16
County environment officer	P	1	0	1
GIS experts	H,J,K,L,M	3	0	3
Cartographers	K,L,M,N	21	1	20
Photogrametrists	K,L,M,N	2	0	2
Photolithographers	K,L,M,N	3	0	3
Survey Field Assistants	E,F,G	16	0	16
Executive Officers	J,K,L	1	0	1
Environmental Planning And Extension Officer	P	1	0	1
Sub-County Environment Officer	K,L,M,N	6	0	6
Forestry Officer	P	1	0	1
Ward Water Extension Officer	H,J,K	30	0	30
Electromechanical Technical	K,L,M,N	1	1	0
Support staffs	G,H,J,K	39	11	28
Drivers	E,F,G	31	2	29
Clerical officers	G,H,J,K	28	4	24
Secretaries	G,H,J,K	28	0	28

Resource requirements and mobilization strategies

Implementation of the plan will require a substantial financial outlay. To supplement government financing the activities of this plan, the department will endeavor to seek financial support from development partners and other stakeholders.

Successful implementation of this strategic plan will not only depend on the quality and commitment of public service staff but also on prudent management of funds and other resources. Financing of the plan will be through the planning and budgeting



based on budgetary provisions. However, this will be inadequate given the dynamic economic constraints. Consequently, the department will consider alternative strategies for revenue generation which will include but not limited to:

- Enhancing revenue generation initiatives through Appropriation in Aid (A-in-A)
- PPP
 - Proposals to current and potential development partners
 - Enhanced networking and collaboration with existing and potential partners (PPP)



Table 6: Projected Resource Requirement

STRATEGY	BUDGET (Ksh. Millions)				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Surveying and demarcation	2	2	4	4	6
Recruitment	0	0	10	15	4
Procurement of infrastructure and equipment	2	3	15	20	25
Public awareness and sensitization	1	1	3	3	5
Preparation of land use plans	20	15	30	30	15
Mapping of resources	5	5	20	15	5
Policy formulation	2	1	10	3	2
Aforestation	10	12	18	20	15
Fencing/protection of wetland	20	15	30	35	18
Monitoring and evaluation	15	10	20	25	30
Automation of land records	30	30	50	50	25

Development control	0.4	0.4	0.4	0.4	0.4
Acquisition of land	100	200	300	300	100
Research and development	3	4	7	7	8
Construction of offices	20	30	40	40	20
Water service delivery framework	1	1	1	1	1
Service provider performance and equity monitoring frame work	1	1	1	1	1
Urbanization framework	3	3	2	1	1
Asset management framework	1	1.5	1.5	2	1
County asset inventory	0.2	0.1	0.1	0.1	0.2
Post-construction support to WSP and delegated service management operators package	3	2	2	2	1
Roof rain water catchment plan	3	3	3	3	3
County level strategic plan discussions	0.5	0.5	0.5	0.5	0.5
National level strategic plan discussions	0.2	0.2	0.2	0.2	0.2



Private sector investment plan	1	1	1	1	1
Water infrastructure provision	2.5b	2.5b	2.0b	2.0b	2.0b

Table7: Capacity for resource mobilization

S/N	Strategy	Available Resources (Million, Ksh)	Required Resources (Million, Ksh)	Deficit (Million, Ksh)
1	Surveying and demarcation	10	18	8
2	Recruitment	29	29	-
3	Procurement of infrastructure and equipment	65	65	-
4	Public awareness and sensitization	13	13	-
5	Preparation of land use plans	110	110	-



6	Mapping of resources	10	50	40
7	Policy formulation	18	18	-
8	Aforestation	50	75	15
9	Fencing/protection of wetland	68	118	50
10	Monitoring and evaluation	40	100	60
11	Automation of land records	100	300	200
12	Development control	1	2	1
13	Acquisition of land	1b	1b	-
14	Research and development	14	29	15
15	Construction of offices	150	150	-
16	Water service delivery framework	3	5	2
17	Service provider	3	5	2

	performance and equity monitoring framework			
18	Urbanization framework	6	10	4
19	Asset management framework	4	6	2
20	County asset inventory	0.7	0.7	-
21	Post-construction support to WSP and delegated service management operators package defined	10	10	-
22	Roof rain water catchment plan	10	15	5
23	County level strategic plan discussions	2.5	2.5	-

24	National level strategic plan discussions	1	1	-
25	Private sector investment plan	5	5	-
26	Water infrastructure provision	6b	11b	5b
27	Green energy promotion	10	20	10

Assumptions

The development and subsequent implementation of the strategic plan takes into consideration assumptions that may influence or impact on the results and the plan implementation. The assumptions include but not limited to:

- That political, social and economic environment will remain favourable and enabling the implementation of development projects



- Requisite personnel will be provided with an opportunity to execute their tasks
- Effective leadership will be provided at all levels
- Commitment and ownership by all stakeholders will be demonstrated in each activity and process of achieving set targets
- Increasing incidences of crimes, ethnic clashes and terrorist attacks will not impact on operations of the department
- Funds and other resources required will be availed on time
- There will be no corruption practices and political interferences
- Institutional culture will facilitate implementation of the plan

Risk Management

The following are the risks the department anticipates during the implementation of this strategic plan. Strategies on how to mitigate them have been highlighted.

Table 8: Risk management

S/N	Risk Factor	Level of Risk	Mitigation Strategy
1	High expectation by the public for the department to address land issues as an outcome of devolution	High	Strengthen the working relationship between the department, NLC and the MoLHUD
2	Some staff performing devolved functions of the department placed under national government despite the	Medium	Staff rationalization



	fact that the functions are devolved		
3	Possible displacement of persons living in disaster prone areas e.g steep slopes	High	Prepare disaster management plan Resettle the families in safe areas
4	Inadequate levels of funding	High	Prudent utilization of available resources and formulate resource mobilization strategy
5	Delays in government procurement procedures	Medium	Propose areas of review in the procurement procedures
6	Poor perception of the department by the public in service provision	Medium	Public sensitization and establish performance management system to the staff
7	Lack of law to regulate community/cooperative land	High	Engage the MoLHUD to complete and ensure approval of the law
8	Conflicting institutions/functions e.g NLC and MoLHUD	High	Propose areas of review in land laws
9	Climate change and global warming	High	Propose environmentally friendly measures in utilization



			of natural resources and promote use of green energy
10	Water pollution	Medium	Propose measures to ensure water quality
11	Encroachment to environment conservation areas	Medium	Develop measures to discourage human activities in environmentally sensitive areas
12	Rapid subdivision of rich agricultural land into uneconomical sizes	Medium	Prepare zoning plans and formulate regulations to control land subdivision
13	Accelerated urbanization versus infrastructure provision	High	Prepare urban development plans to guide infrastructure provision
14	Political interference	Medium	Involvement of political leaders in development projects



CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

Introduction

The successful implementation of this strategic plan will depend significantly on how effectively the planned activities and outputs and outcomes are monitored and evaluated. Monitoring and Evaluation (M&E) will provide an avenue for tracking progress and inform decision making for accountability, effective service delivery, resource allocation and policy direction.

Monitoring and evaluation framework.

The department's M&E framework will be aligned to the provisions of the National Integrated Monitoring and Evaluation System (NIMES) under the M&E directorate. It will be based on definition of responsibilities, indicators, collection and maintenance of performance data and reporting.

Monitoring methodologies

The Department will use a variety of monitoring tools, depending on the nature of the activities. Some of the tools will include: work plans, reports, field visits, annual staff appraisal forms, and staff meetings. Each unit will determine which tools are relevant and most suitable for their programs.

(a) Annual Operational Work plans

The CECM, Chief Officers and Directors including technical staff will be responsible for the implementation of the targets that fall under their jurisdictions. This will be achieved by ensuring that the Department prepares Annual Work Plans (AWPs) for each year of implementation; and all staff prepare Individual Operational Plans (IOPs). Establishment of Performance Management System that includes Performance Contracting, Performance Appraisals and subsequent improvement efforts will form the basis for a robust M&E system. Targets and performance indicators will form the basis for monitoring and evaluation and will be detailed out (in quantitative and qualitative terms) especially at the AWPs, IOPs and Performance Contracts (PC)



levels. The work plans will provide the following information: objectives, strategies/activities, outputs, timeframe, resources required and person(s) responsible. The work plans will be reviewed annually.

(b) Reports

The reports will include monthly and quarterly progress/management reports, performance contract reports, financial reports, audit reports and other specific reports, which may be required from time to time depending on the nature of interventions.

(c) Management reports (Monthly, quarterly, annual reports, etc.)

These reports will include: Planned activities for the period; achievements against the plan; major variances; any trends (in terms of context, national or global that have or may influence the work of the department; constraints and challenges faced; any lessons that have been learnt; recommendations; and annexes.

(d) Financial report

All financial reports will be expected to be compliant with the Government financial guidelines, generally accepted accounting practices (GAAP) and in line with the principles of cash accounting process (Accrual). In preparing the report, consideration shall be given to formats provided by the National Government and any specific donors. Otherwise, the format will include the following main components: Budget allocation; expenditure for the period; accumulated expenditure; and variances, if any.

(e) Field visits

Field visits will be coordinated by relevant units to check compliance with program objectives and code of conduct for public service. The visits will include both planned and spot check visits as and when deemed necessary. The personnel undertaking the visits will use check lists and prepare reports either at the site or immediately after visits, focusing on the specific issues of investigation.

(f) Annual staff appraisal

The key issues that will be looked at here are:



- Performance against agreed standards/indicators or result areas as per the job descriptions
- Identification of gaps (or factors that contribute to poor or good performance) and agreement on corrective measures where necessary
- Agreement on the next period's result areas/objectives.

(g) Meetings

The Department will hold monthly staff and management meetings on a regular basis in order to discuss important issues pertaining to the work of the Department and take appropriate action, where necessary. Other consultative meetings will be held with specific stakeholders of different aspects of our work to discuss progress and how the implementation can be improved. Meetings will be used for quarterly and annual reviews.

Evaluation mechanisms

The department will review the plan periodically and evaluate its success at the end of the plan period. This will entail:

- Measuring actual performance against set target levels in terms of outputs and outcomes, and establishing variation (s) in performance
- Identifying and addressing the casual factors and variance; and
- Identifying and recommending appropriate remedial measures including a review of objectives and/or strategies

The relevant unit within the department will coordinate both internal and external evaluations. These evaluations will focus on: efficiency, effectiveness, impact, sustainability, relevance of interventions. The Department will plan to have two external evaluations: mid-term review and final evaluation. A mid-term review of the strategic plan will be done at the end of the first phase in the 3rd year to assess the progress with a view to check whether the implementation is still on the right track based on the agreed plans. The final evaluation will be conducted at the end of the strategic plan period.

Evaluation Tools

The following are some of the tools/mechanisms that will be used during evaluations: Questionnaires, stakeholder meetings; focus group discussion guides; interview guides; logical framework matrix; observation guides; and document/literature reviews.

Critical success factors

The department has identified some critical factors for the successful implementation of the strategic plan.

- i) Understanding the strategic plan by all who are involved in its implementation
- ii) Provision of leadership and commitment from the department's top management
- iii) Effective communication between all implementers on activities, outputs and outcomes
- iv) Timely implementation of activities
- v) Availability of resources as identified under each strategy
- vi) Effective translation of strategic plan targets to annual work plans and budgets
- vii) Regular review, performance oversight, measurement and reporting.

Progress reporting

The plan will also be monitored through preparation of monthly and quarterly reports by heads of sections. The nature and scope of reporting will include:

- Progress made against the plan
- Causes of deviation
- Areas of difficulty and alternative solutions to problems that may adversely affect implementation



County Human resource department together with the economic planning section will be the internal consultants to assist heads of departments and sections in preparing *consistent*, concise and informative reports. The reports will describe actions taken towards achieving specific outcomes and strategies of the plan and will include costs, benefits, performance measures and progress. Performance Management System (PMS) will be used to improve effectiveness of the M&E system. This will help integrate performance in a manner to enable immediate determination of impediments to success.

Participatory M&E

To ensure that M&E is successful, community participatory approaches will be adopted. These will be undertaken using different approaches of information sharing through:

- County website
- Local media (newspapers, radio, television)
- Site meetings
- Public notices
- Interviews
- Focused group discussions





Edit with WPS Office

ANNEXURES

Departmental quarterly reporting template

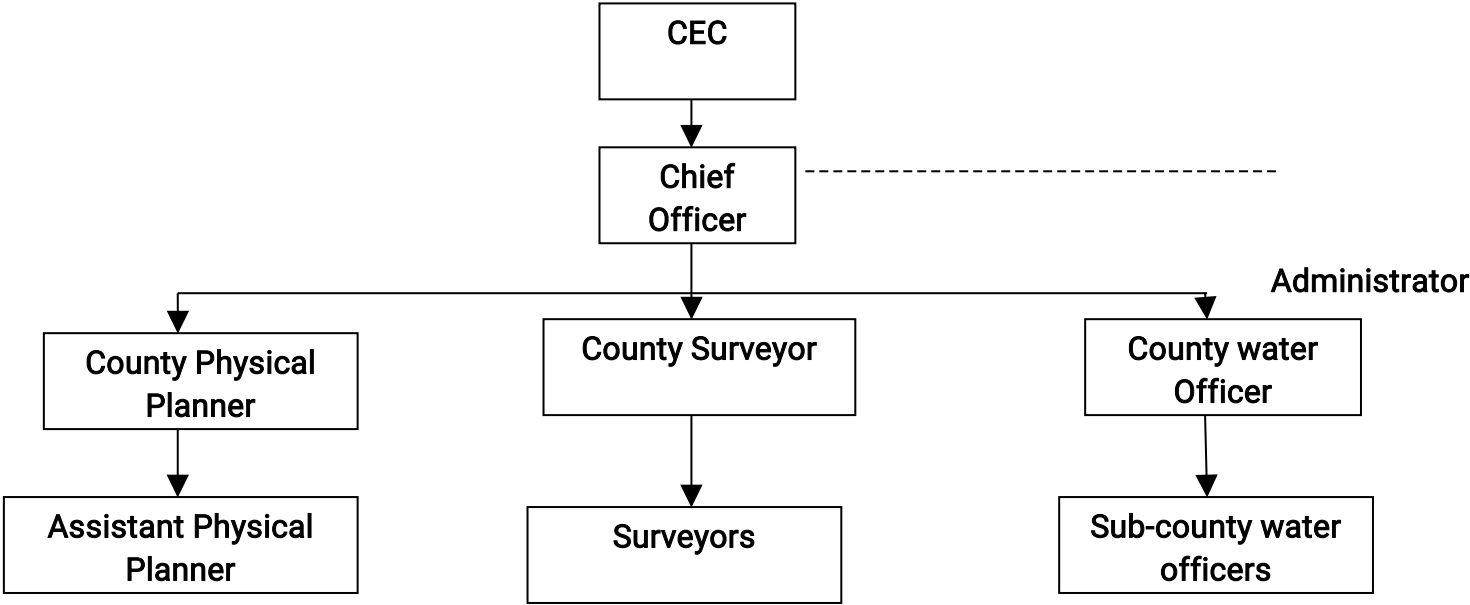
REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NANDI
LANDS, ENVIRONMENT AND NATURAL RESOURCES

REPORTING TEMPLATE							
Programmes/Activities	Target For Financial Year	1 ST , 2 ND , 3 RD AND 4 TH QUARTER			CUMULATIVE FOR THE YEAR		
		ACTUAL	TARGET FOR FOURTH QUARTER	VARIANCE	ACTUAL	TARGET	VARIANCE
	A	B	C	D	E	F	G
Sub Function	UNITS						

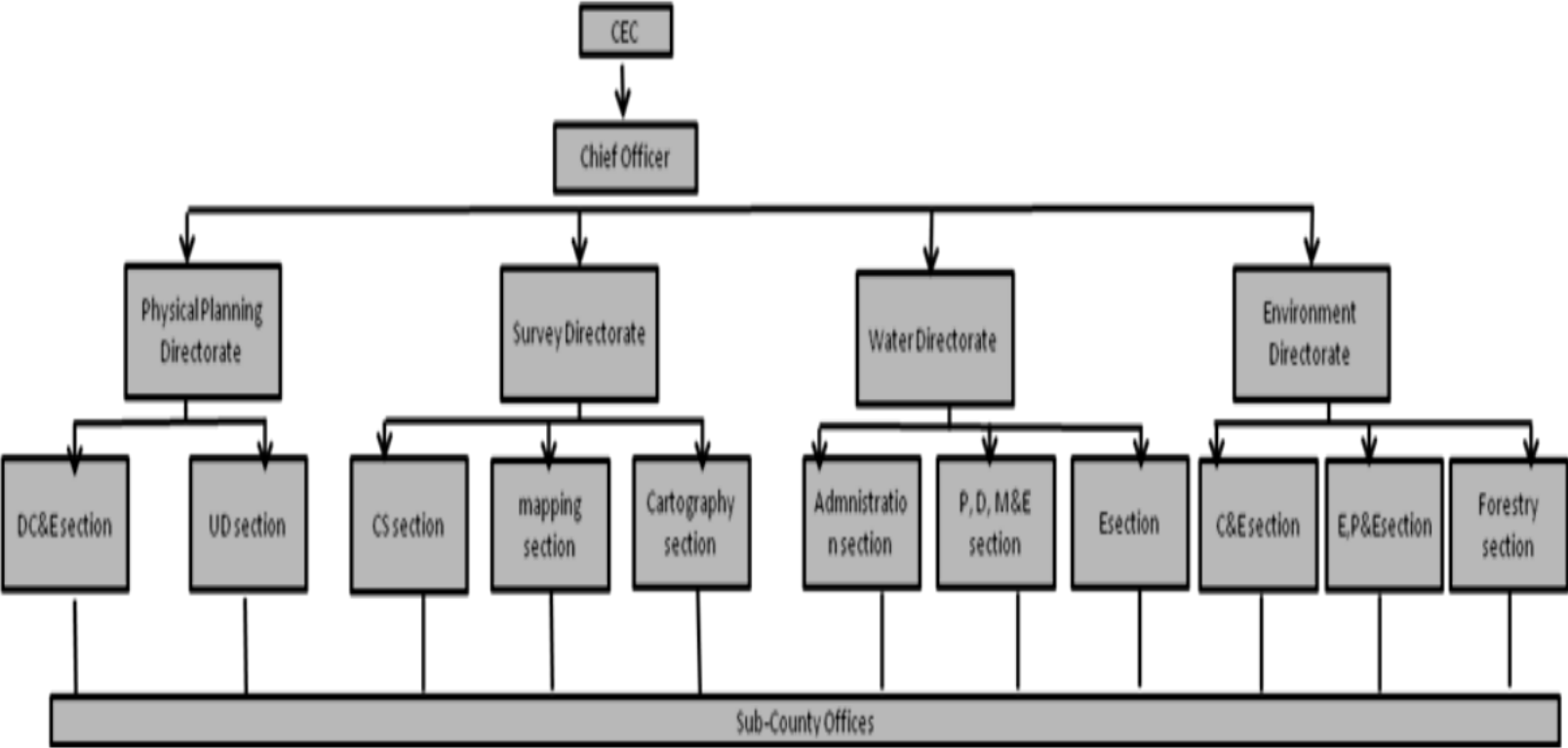
Existing Organogram for the Department





Edit with WPS Office

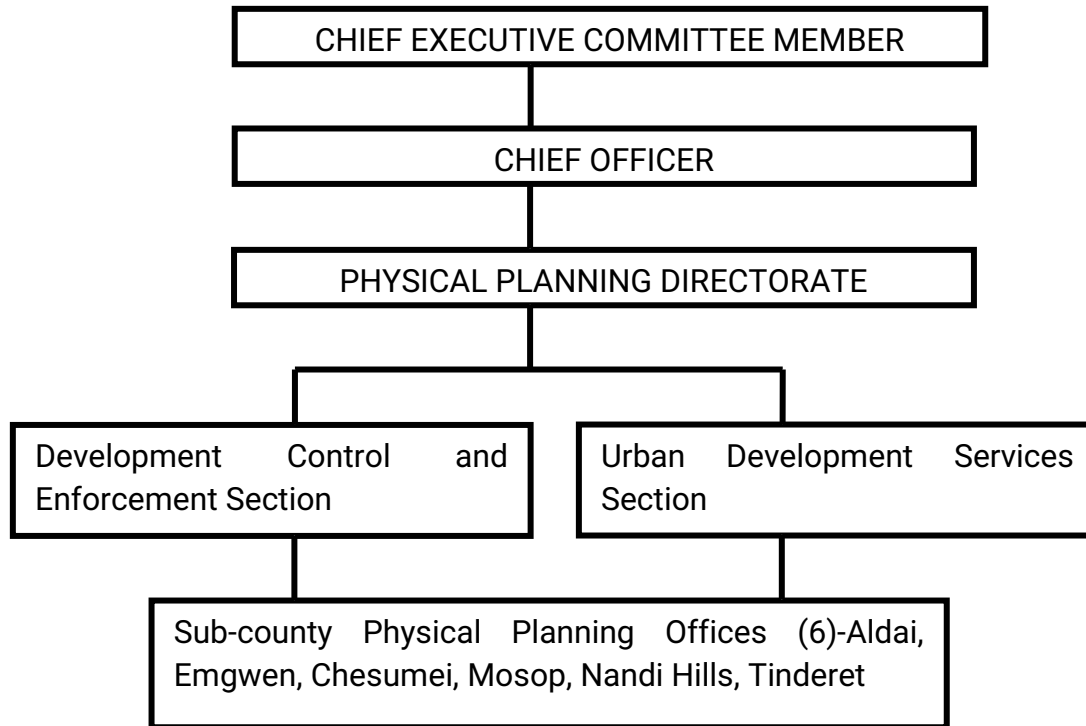
Proposed Organogram for the department



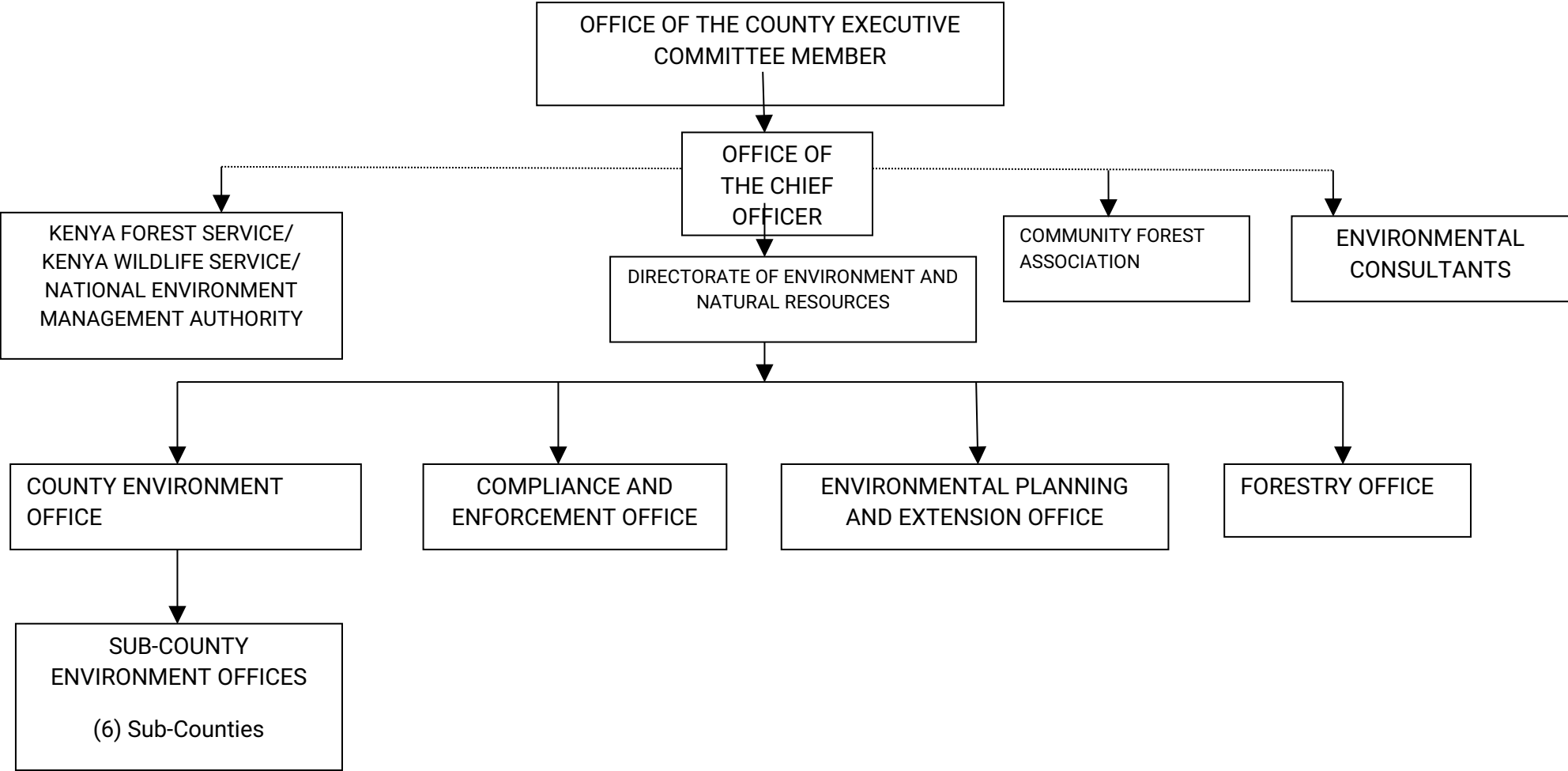
Abbreviations

DC&E- Development Control and Enforcement	P,D,M&E-Planning, Design, Monitoring and Evaluation
UD-Urban Development	E&M-Electrical/Mechanical
CS- Cadastral Surveys	C&E- Compliance and Enforcement
E,P&E-Environmental Planning and Extension	

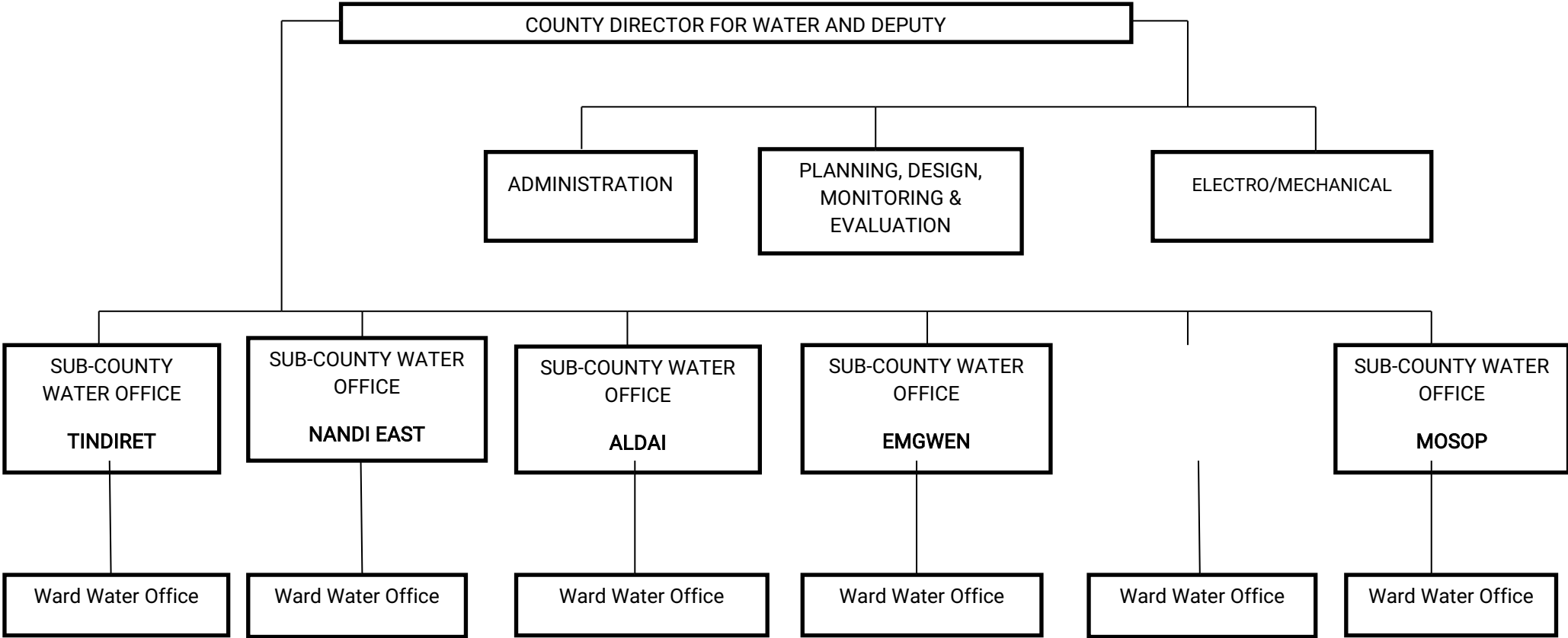
Proposed Physical Planning Organogram



Proposed Environment section Organogram



Proposed water section Organogram



Proposed Survey Section Organogram

CHIEF OFFICER

COUNTY DIRECTOR OF SURVEY

DEPUTY COUNTY DIRECTOR

ASSISTANT CADASTRAL
SURVEYS

ASSISTANT DIRECTOR
MAPPING

ASSISTANT DIRECTOR
CATOGRAPHY

EXECUTIVE OFFICER

SUB-COUNTY
SURVEYOR
(TINDIRET)

SUB-COUNTY
SURVEYOR
(ALDAI)

SUB-COUNTY
SURVEYOR
(NANDI EAST)

SUB-COUNTY
SURVEYOR
(EMGWEN)

SUB-COUNTY
SURVEYOR
(MOSOP)



Edit with WPS Office

Water Section current development achievements

a. Protection of springs	26
b. Water tank constructions	42
c. Construction of water pipelines	45
d. Purchase of pump sets	1
e. Construction of weirs	2
f. Purchase of plastic tanks	4
g. Construction of pump houses	3
h. Construction of gabions	1
i. Construction of dams	1
j. Pipe work	200km

Staff establishment per sections

Staff establishment in Physical Planning Section

Category	Job Group	Proposed establishment	In post	Deficit (Required)
Director of Physical Planning	R	1	-	1
Ass Director Development Control and Enforcement	P/Q	1	-	1
Ass Director Urban Development Services	P/Q	1	-	1
Sub-county Physical Planners	K,L,M,N	6	1	5
Draughtsmen/assistant Physical Planners	J/K	6	1	5
Enforcement Officers	J/K	15	-	15
Support staffs	G,H,J,K	8	1	7
Clerical officers	G,H,J,K	7	1	6
Secretaries	G,H,J,K	8	-	8
Drivers	E,F,G	8	1	7



Staff Establishment in Survey and Environment sections

A). SURVEY DEPARTMENT						
CATEGORY	JOB GROUP	AUTHORIZED ESTABLISHMENT X	IN POST Y	VARIENCE		
				X-Y	A	B
COUNTY DIRECTOR	R	1	0	1	1	0
COUNTY DEPUTY DIRECTOR	Q	1	0	1	1	0
ASSIST DIRECTOR	P	3	0	3	3	0
SUB-COUNTY SURVEYORS	K, I, M, N	6	3	3	3	0
DEPUTY SUB-COUNTY SURVEYORS	J, K, L, M	6	2	4	4	0
CARTOGRAPHERS	H, J, K, L, M	21	0	21	6	15
SURVEYORS	H, J, K, L, M	17	1	16	6	10
PHOTOGRAMETRISTS	H, J, K, L, M	2	0	2	0	2
PHOTOLITHOGRAPHERS	H, J, K, L, M	3	0	3	0	3
GIS ANALYSTS	H, J, K, L, M	2	0	2	0	2
CLERICAL OFFICERS	G, H, J, K, L	9	1	8	2	6
RECORDS OFFICERS	E, F, G	9	0	9	1	8
SURVEY FIELD ASSISTANTS	E, F, G	16	0	16	7	9
SUPPORT STAFF	E, F, G	9	0	9	9	0
DRIVERS	E, F, G	10	1	9	2	7
SECRETARIES	G, H, J, K	10	0	10	2	8
EXECUTIVE OFFICERS	J, K, L	1	0	1	1	0
SECURITY OFFICERS	H, J, K	1	0	1	1	0
TRANSPORT OFFICERS	H, J, K	1	0	1	1	0
		128	8	120	50	70
B). ENVIRONMENT DEPARTMENT						
CATEGORY	JOB GROUP	AUTHORIZED ESTABLISHMENT X	IN POST Y	VARIENCE		
				X-Y	A	B
DIRECTOR OF ENVIRONMENT AND NATURAL RESOURCED S	Q	1	0	1	1	0
COUNTY ENVIRONMENT OFFICER	P	1	0	1	1	0
COMPLIANCE AND ENFORCEMENT	P	1	0	1	1	0



COMPLIANCE AND ENFORCEMENT OFFICER	P	1	0	1	1	0
FORESTRY OFFICER	P	1	0	1	1	0
ENVIRONMENTAL PLANNING AND EXTENSION OFFICER	P	1	0	1	1	0
SUB-COUNTY ENVIRONMENT OFFICER	K, L, M, N	6	0	6	6	0
DRIVERS	E, F, G	5	0	5	5	0
CLERICAL OFFICERS	E, F, G	5	0	5	5	0
SUPPORT STAFF	E, F, G	7	0	7	7	0

Staff Establishment in Water Section

C).WATER DEPARTMENT						
CATEGORY	JOB GROUP	AUTHORIZED ESTABLISHMENT X	IN POST Y	VARIENCE		
				X-Y	A	B
COUNTY DIRECTOR	Q, R	1	1	0	0	0
DEPUTY COUNTY DIRECTOR	P	1	0	1	1	0
SECRETARY	J, K, L	1	0	1	1	0
DRIVERS III, II, I SENIOR	E, F, G	2	0	2	2	0
SUPPORT STAFF/CLEANING SUPERVISORS	E, F, G	1	1	0	0	0
ADMINISTRATION SECTION						
EXECUTIVE OFFICER	L, M	1	0	1	1	0
ICT OFFICER	K, L	1	0	1	1	0
CLERICAL OFFICER	J, K, L	1	1	0	0	0
SUPPORT STAFF/ CLEANING SUPERVISOR	E, F, G	1	1	0	0	0
SECURITY OFFICERS	E, F	2	0	2	2	0
PLANNING AND DESIGN SECTION						
WATER ENGINEER	L, M, N, P	1	1	0	0	0
WATER ENGINEER ASSISTANT	K, L, M	1	0	1	1	0
JUNIOR SURVEYOR	J, K, L	1	0	1	0	1
ELECTROMECHANIZATION SECTION						
ELECTROMECHANICAL	K, L, M,	1	1	0	0	0



TECHNICAL	N					
SUPPLY CHAIN MANAGEMENT SECTION						
SUPPLY CHAIN MANAGEMENT OFFICER	J, K, L	1	0	1	1	0
ASSISTANT SUPPLY CHAIN MANAGEMENT OFFICER	G, H, J	1	0	1	0	1
SUB-COUNTY WATER OFFICER						
SUB-COUNTY WATER OFFICER	J, K, L,	6	0	6	6	0
DEPUTY SUB-COUNTY WATER OFFICER	J, L, K	6	0	6	6	0
SECRETARY	H, J, K, L	6	0	6	6	0
SUPPORT STAFF/ CLEANING SUPERVISOR	E, F, G	12	3	9	0	9
STORES CLERK	F, G,H,J	6	0	6	3	3
DRIVER III, II, I SENIOR	F,G, H, J	6	0	6	3	3
SECURITY OFFICERS	E, F, G	12	0	12	12	0
WARD WATER EXTENSION OFFICER	H, J, K	30	0	30	30	0



Implementation Matrix

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 1: To earmark rural- urban boundary by establishing the limit of urban expansion to protect and safeguard agricultural land

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
Identify urban limits (sub county headquarters)	-Public participation -Survey and demarcation -Plan -Plan implementation	-No. of meetings conducted -Maps and plans	Kapsabet town	Nandi Hills	Kabiyet and Mosoriot centres	Kobujoi centre	Maraba centre	Surveyors Physical planner Chief Officer	15
Formulate policy to regulate expansion	-Sensitization -Draft the bill -Circulate -Approval	-Policy document	Sensitization Drafting the bill	Public participation and approval	Implementation	Implementation	M&E	CEC Chief Officer Legal experts County assembly	6



									Departmental heads Government printer
--	--	--	--	--	--	--	--	--	--

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 2: To provide physical planning services in order to facilitate orderly and sustainable growth and development in the County

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
Prepare county spatial plan	-Assessment of needs -TOR preparation -outsourcing	-Minutes -Report -Maps -Plan	Assessment of needs	TOR	Outsource and actual preparation	Preparation continued and approval	Implementation	Chief Officer Heads of departments Consultant County assembly	100



Prepare land use plans	-Public participation -Data collection -zoning -approval - implementation	-Maps -Land use Plans -Report	10	8	9	10	8	Chief Officer Physical planner Heads of departments County assembly	5
Ensure development control	-Scrutinize development applications -Surveillance and enforcement	No. of development applications No. of PPA7 issued and complied to No. of prosecution cases	500	600	600	500	500	Development control committee Physical Planner Chief Officer CEC County assembly NLC	2

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 3: To ensure transparent land resolution conflict mechanism, settlement and management in the county

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
Formulate land resolution committee	-Form committee - Operationalize the committee -Monitor the committee	-members of the committee -Minutes -No. of meetings	Formation and operationalization of the committee	Meetings	Meetings	Meetings	Meetings	CEC NLC County administrators	10
Facilitate settlement programmes (kapwarren and Chemelil)	-Identify settlements and the beneficiaries -Demarcate -Collaborate with NLC and the ministry of lands	-Settlement schemes -List of beneficiaries - Titles/leases	Profiling	Survey and planning	Allocation and settlement	Allocation and settlement	M\$E	MoLHUD CEC NLC Settlement committee Physical planners Surveyors	200
Ensure effective	-Prepare data bank of land	-Land bank	Sensitization and Land	Prepare valuation	Automation of land	Automation of land	Automation of land	MoLHUD	500



land management	in the county Prepare valuation roll Automate land records	-Valuation roll -Automated Land registry	banking	n roll	records	records	records	NLC CEC Chief officer	
-----------------	--	---	---------	--------	---------	---------	---------	-----------------------------	--

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 4: To ensure comprehensive and effective survey and mapping within the county

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
To survey public land	-Data compilation -Run control -Survey	-No. of maps of cadastral control points -No. of pillars -survey reports	Kapsabet Town	Nandi Hills town	Kobujoi centre	Mosoriot and Kabiye centres	Maraba centre	Surveyors Chief officer NLC Physical planer	400

To map resources	Identify resources and base map TOR Outsource	-reports -maps	Profiling	TOR and outsourcing	Mapping	Mapping	Implementation	Chief Officer Consultant Surveyors Physical Planners Departmental heads Technical experts	70
To ensure compliance with survey act	Check survey works done by private surveyors	No. of mutations processed Registered parcel numbers RIM Approved plans	900	900	1000	800	900	Private surveyors County surveyor	1



Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 5: To enhance stakeholders participation in county planning process and natural resource management

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
To involve the stakeholders in planning and natural resource management	Identify stakeholders Hold stakeholders meetings	List of identified stakeholders No. of meetings -Attendance list Minutes	Stakeholder identification and consultative meetings	Consultative meetings	Consultative meetings	Consultative meetings	Consultative meetings	Department	5

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 6: To establish efficient and effective institutional framework for implementation, monitoring and evaluation.

Strategy	Activities	Performance	Timeframe	Responsibility	Financial
----------	------------	-------------	-----------	----------------	-----------



		indicators	Y1	Y2	Y3	Y4	Y5		(ksh. Million)
To establish and Operationalize M&E team	Form M&E team Train the M&E team Undertake M&E	No. of projects evaluated and monitored Reports Constituted team	Formation of the M&E team Train the team	Undertake monitoring and evaluation	Undertake monitoring and evaluation	Undertake monitoring and evaluation	Undertake monitoring and evaluation	Chief officer	100
Encourage sectoral consultations and cooperation within the department	Conduct departmental meetings	No. of meetings Minutes Attendance register	Meetings	Meetings	Meetings	Meetings	Meetings	Chief officer Departmental heads	0.5

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver

efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 7: To build the capacity of the staff to perform the functions of the department effectively

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
To motivate the staff	-Assess the training needs -Train -Offer incentives e.g promotions	-Training needs assessment report -No. of staff trained -No. trainings conducted -No. of staff promoted	Develop TNA	Develop TNA	Training programmes and promotions	Training programmes and promotions	Training programmes and promotions	Human Resource officer Sec-County Public Service Board Chief Officer Departmental Training Committee	15

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 8: To provide quality and affordable water and sanitation services for all the residents of Nandi County.

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
Water Service Governance	<ul style="list-style-type: none"> -Water service delivery framework -Service provider performance and equity monitoring framework -Annual technical monitoring progress report - Urbanization 	<ul style="list-style-type: none"> -% of water served by WSPs with a water service contract -% of water users covered by operational monitoring system -% of water users that have access to improved source per ward -% of urban population with access to safe 	Formulation of policies	Formulation of policies	Formulation of policies	Formulation of policies	Formulation of policies	Sub-county water officers, county water director and Chief Officer	83



	<p>framework</p> <p>-Asset management framework</p> <p>-County asset inventory</p> <p>- Coordination and sector learning framework defined</p> <p>-Annual county public sector progress report</p> <p>-Revised county water and urbanizati</p>	sanitation							
--	--	------------	--	--	--	--	--	--	--



	on policy								
Water Service Management	-Feasibility study service provision models - Awareness raising plan for opportunities for private operators -Post-construction support to WSP and delegated service management operators package defined	-County water service providers model available -% of water service operated by private sector -% of WSPs that have received post-construction support services	Management	Management	Management	Management	Management	Chief Officer County Director Sub-county water officers WRUAS	13



Water Service Infrastructure	-Rural water capital investment -Urban water capital investments -Roof water harvesting plan -Urban sanitation capital investment	-numbers of investment agreements between WSP and county water department -% of rural coverage with improved sources -% of urban coverage with improved sources	Planning ,design and Implementation	Planning ,design and Implementation	Planning, design and Implementation	Planning, design and Implementation	Planning, design and Implementation	Chief officer County Director Sub-county water officers	2.5 B
Resource Mobilization	-County level strategic plan discussion	-number of meetings with county and national sector	-approach donors	-Establish partnerships	-Funding	-Funding	-Funding	County Government, Department and the community associations Donors	8



	<ul style="list-style-type: none"> -National level strategic plan discussions -Private sector investment plan 	<ul style="list-style-type: none"> stake holders -number of discussions with potential funding agencies -% of sector investment realized by private sector funding 							
--	---	---	--	--	--	--	--	--	--

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 8: To enhance environmental protection, conservation and management in the county

Strategy	Activities	Performance	Timeframe	Responsibility	Financial
----------	------------	-------------	-----------	----------------	-----------

		indicators	Y1	Y2	Y3	Y4	Y5		(ksh. Million)
Demarcation and fencing of wetlands	Survey and demarcate wetlands	No. of wetlands surveyed	1	1	1	1	1	CEC Chief Officer Surveyors NEMA	4
Aforestation	Plant trees	No. of trees planted	1.5	1.5	2.0	1.0	0.5	CEC Chief Officer Nature Kenya NEMA	75
Public sensitization and awareness	Conduct sensitization workshops	No. of workshops conducted	6	5	6	7	5	CEC Chief Officer NEMA Nature Kenya KFS KWS	3
Policy formulation	Prepare policy on	Environment policy	Consultative meetings	Partnership and	Approval and implementation	Implementation	Implementation	Section FAO	3



	environment conservation			preparation of the law	on		ation	NEMA KWS KFS Physical planner Surveyors	
--	--------------------------	--	--	------------------------	----	--	-------	---	--

Strategic goal: To promote sustainable land use planning and natural resources management, institutional capacity and ability to deliver efficient service delivery to ensure a clean and healthy environment for all the residents of Nandi County.

Strategic Objective 9: To promote use of green energy

Strategy	Activities	Performance indicators	Timeframe					Responsibility	Financial (ksh. Million)
			Y1	Y2	Y3	Y4	Y5		
Adopt use of alternative	Undertake awareness	No. of workshops	10	10	7	7	5	Chief Officer	3

sources of energy	workshops conducted							Section heads	
	Undertake trainings	No. of trainings	3	2	2	2	1	Chief Officer Section heads	5
	Support groups by facilitating them to acquire green energy equipment	Amount of money loaned to groups	3m	2m	2m	2m	1m	Chief officer	20

