



**REPUBLIC OF KENYA
THE NATIONAL TREASURY AND PLANNING**

**GUIDELINES FOR PREPARATION OF COUNTY
INTEGRATED DEVELOPMENT PLANS
(REVISED), 2020**

MAY, 2020

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FOREWORD

The Constitution of Kenya ushered in devolution with the expectation of having the most transformative impact on governance, public administration and resource management across the country. County Governments are required to prepare five-year County Integrated Development Plans (CIDPs) to guide planning and budgeting activities at the county level. The CIDPs should be aligned to national plans such as the Kenya Vision 2030, its Medium Term Plans and the National Spatial Plan as well as to international commitments such as the Sustainable Development Goals. This harmony will ensure effective and efficient use of scarce resources.

In 2013, the National Government in collaboration with stakeholders prepared and disseminated guidelines for preparation of the first generation County Integrated Development Plans. In order to take into account lessons learnt from implementation of the first generation CIDPs, emerging issues and alignment to international commitments, the National Treasury and Planning found it necessary to revise the guidelines.

It is my expectation that the guidelines will be useful in enhancing integrated development planning in all counties and contribute towards realization of the objectives of the Kenya Vision 2030, regional and international development commitments and obligations.

I wish to recognize the strategic leadership role provided by Mr. Saitoti Torome, CBS, Principal Secretary, State Department for Planning, and Julius Muia, PhD, CBS, Principal Secretary, National Treasury, during development of these guidelines.



Hon. (Amb.) Ukur K. Yatani, EGH
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I also appreciate the efforts of the staff from CoG and county governments who supported the entire review process by working in close collaboration with the Ministry's technical team. Finally, I would like to recognise Prof. Giuliano Bosi of New York University Wagner, through AHADI for his insightful contributions.



Saitoti Torome, CBS
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ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CADP	County Annual Development Plan
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CoG	Council of Governors
DRR	Disaster Risk Reduction
FOSA	Front Office Services Activity
GESIP	Green Economy Strategy and Implementation Plan
HDI	Human Development Index
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
ICT	Information, Communication Technology
Ksh.	Kenya Shilling
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MTP III	Third Medium Term Plan of Kenya Vision 2030
NGOs	Non-Governmental Organizations
PBO	Public Benefit Organization
PFMA	Public Finance Management Act
PPP	Public Private Partnership
PWD	Person with Disability
SACCO	Savings and Credit Cooperative
SDG	Sustainable Development Goal
SWG	Sector Working Group
UN	United Nations
USAID	United States Agency for International Development
GiZ	German Society for International Cooperation
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme

CONCEPTS AND TERMINOLOGIES

Africa's Agenda 2063: The Agenda 2063 envisions an “integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in international arena”. The Agenda seeks to strategically exploit existing opportunities available so as to ensure positive socio-economic transformation of Africa in the next 50 years. It consists of seven aspirations namely:

1. A prosperous Africa based on inclusive growth and sustainable development;
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law;
4. A peaceful and secure Africa;
5. An Africa with a strong cultural identity, common heritage, shared values and ethics;
6. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and
7. Africa as a strong, united, resilient and influential global player and partner.

The Agenda envisages an implementation framework that is systematic with collective responsibility at Continental, Regional, National and Sub-national levels of governance. At the county levels, Departmental Visions and Missions, development strategies, and interventions ought to be inspired by these aspirations.

Baseline: Baseline is an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Blue Economy: Blue economy refers to the sustainable use and economic development of both aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water. It encompasses a range of productive sectors, including fishing, aquaculture, tourism, transport, shipbuilding, energy, bio prospecting and underwater mining and related activities. Kenya is endowed with rich coastal and maritime resources, which have a huge potential for wealth and employment creation as well as contributing to food and nutrition security.

Kenya has great potential in achieving sustainable development through a Blue Economy approach. Key to achieving the above is ensuring that proper policies and strategies are put in place for the Blue Economy, adopting the agenda at the highest level both at the National and County level, and investing in the sector. In addition, public awareness on Blue Economy must be created, and capacity built to harness the benefits of the sector. Other priorities on development of the Blue Economy for consideration by County Governments can be obtained from the Blue Economy Sector Plan for MTP III, 2018-2022.

Demographic Dividend: The demographic dividend is the accelerated economic growth that may result from a decline in a country's mortality and fertility and the subsequent change in the age structure of the population. Demographic window is the period when the population structure is such that those aged below 15 years are less than 30% of the total population and those aged 65 years and above are less than 15% of the population. This period is estimated to last for about 40 years during which a county can achieve the fastest economic growth due to the large workforce relative to dependants. This window opens at different times for each county depending on the current population structure and fertility levels. For the demographic window to open, fertility levels must continue to decline.

Flagship/Transformative Projects: these are projects/large scale initiatives with high socio-economic impact in terms of creating employment, enhancing competitiveness, revenue generation, and ability to deliver services including promoting peace and co-existence across the county.

Green Economy: The green economy is defined as an economy that results in improved human wellbeing and social equity, while significantly reducing environmental risks and ecological scarcities. The policy framework for the green economy and green growth in Kenya is designed to support a globally competitive low carbon development path through promoting economic resilience and resource efficiency, sustainable management of natural resources, development of sustainable infrastructure and providing support for social inclusion. The Green Economy Strategy and Implementation Plan (GESIP) 2016 aims at guiding the National and County Governments as well as other actors to adopt development pathways with higher and more efficient growth, cleaner environment and higher productivity.

Indicator: An indicator is a sign of progress /change that result from your project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Integrated Development Planning: a process through which efforts of national and devolved levels of government and other relevant stakeholders are coordinated at local level, through which economic, social, environmental, legal and spatial aspects of development are brought together to produce a plan that meets the needs and sets the targets for the benefit of local communities.

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.

Outcome: Measures the intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: Immediate result from conducting an activity i.e. goods produced and services delivered.

Performance indicator: A measurement that evaluates the success of an organization or of a particular activity (such as projects, programs, products and other initiatives) in which it engages.

Programme: A grouping of similar projects and/or services performed by a National/County Department to achieve a specific objective; The Programmes must be mapped to strategic objectives.

Programme Based Budgeting: is the practice of developing budgets based on the relationship between programme funding levels and expected results from that programme.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

Public Participation: is the process where individuals, governmental and non-governmental groups influence decision making in policy, legislation, service delivery, oversight and development matters. It is a two-way interactive process where the duty bearer communicates information in a transparent and timely manner, engages the public in decision making and is responsive and accountable to their needs. The public gets actively involved in the process when the issue at stake relates directly to them.

Sectors: is a composition of departments, agencies and organizations that are grouped together according to services and products they provide. They produce or offer similar or related products and services, and share common operating characteristics.

Sendai Framework for Disaster Risk Reduction, 2015-2030: The Sendai Framework for Disaster Risk Reduction, which is the successor to the Hyogo Framework of Action (2005-2015), is a voluntary, non-binding agreement which recognizes that the State has the primary role to reduce disaster risk but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders. It aims at achieving the following outcome: The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

The Framework is based on more innovative approach to disaster risk management focusing on targets and actions within and across sectors by states at local, national, regional and global levels. It has seven targets and four priorities for action. The seven targets of the Framework are: (1) Substantially reduce global disaster mortality by 2030; (2) Substantially reduce the number of affected people globally by 2030, (3) Reduce direct disaster economic loss in relation to global Gross Domestic Product by 2030; (4) Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities,

including through developing their resilience by 2030; (5) Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020; (6) Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of the present Framework by 2030; (7) Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030.

The four priority areas of the Framework are:

- Priority 1: Understanding disaster risk;
- Priority 2: Strengthening disaster risk governance to manage disaster risk;
- Priority 3: Investing in disaster risk reduction for resilience; and
- Priority 4: Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.

In developing the CIDPs, counties are expected to identify disaster risk management initiatives and interventions that address the relevant goals and in line with the four priority areas of the Sendai Framework.

Sustainable Development and Sustainable Development Goals (SDGs): In September 2015 UN member countries adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals. As part of implementing the SDGs, the Government of Kenya in 2016 published and launched its Road Map to achieving the SDGs. The Road Map envisages a partnership with all stakeholders as well as building capacity for devolved governments to implement the SDGs.

The domestication and integration of the SDGs will be imbedded in Medium Term Plans and County Integrated Development Plans. The policies, programmes and projects outlined in the CIDP should integrate and be aligned with the objectives of all of the 17 SDGs:

- Goal 1: No Poverty - End poverty in all its forms everywhere.
- Goal 2: Zero Hunger - End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Goal 3: Good Health and Wellbeing - Ensure healthy lives and promote well-being for all at all ages.
- Goal 4: Quality Education - Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.
- Goal 5: Gender Equality - Achieve gender equality and empower all women and girls.
- Goal 6: Clean Water and Sanitation - Ensure availability and sustainable management of water and sanitation for all.
- Goal 7: Affordable and Clean Energy - Ensure access to affordable, reliable, sustainable and modern energy for all.

- Goal 8: Decent Work and Economic Growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9: Industry, Innovation and Infrastructure - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 10: Reduced Inequalities - Reduce inequality within and among countries.
- Goal 11: Sustainable Cities and Communities - Make cities and human settlements inclusive, safe, resilient and sustainable.
- Goal 12: Responsible Consumption and Production - Ensure sustainable consumption and production patterns.
- Goal 13: Climate Action - Take urgent action to combat climate change and its impacts.
- Goal 14: Life Below Water - Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal 15: Life On Land - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.
- Goal 16: Peace, Justice and Strong Institutions - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- Goal 17: Partnerships for Goals - Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Target: A target refers to planned level of an indicator achievement.

The ‘Big Four’ Agenda: In the financial year 2018/19, the Government initiated the implementation of the ‘Big Four’ Agenda and allocated resources to implement the programmes for both drivers and enablers. The allocations are supporting the following interventions:

1. Enhancing Food and Nutrition Security to all Kenyans by 2022 – The objective is to ensure all citizens enjoy food security and improved nutrition by 2022;
2. Providing Universal Health Coverage and Guaranteeing Quality and Affordable Healthcare to all Kenyans – The relevant MDAs will be implementing identified interventions with the objective of expanding Universal Health Coverage;
3. Provision of Affordable and Decent Housing for all Kenyans – The Government intends to provide decent and affordable housing by constructing at least 500,000 housing units by 2022; and
4. Supporting value addition and raising the manufacturing sector share of GDP to 15 per cent by 2022.

SECTION ONE

INTRODUCTION

1.1. Background

The Constitution of Kenya created a two-tier system of government consisting of the national and county governments, which are distinct but interdependent. Article 174 of the Constitution outlines the objects and principles of devolved government and the framework for the development of the relevant laws for the operationalisation of county governments. The Constitution assigns exclusive and concurrent functions to the two levels of government as provided for in Article 186 and the Fourth Schedule. The functions assigned to the National Government include: national economic policy and planning, capacity building and provision of technical assistance to counties among others.

Several laws have been enacted to operationalize devolution including: the Urban Areas and Cities Act, 2011; the County Governments Act, 2012; the Intergovernmental Relations Act, 2012; and the Public Finance Management Act, 2012. These laws provide the legal and policy framework for coordination and harmonization of development planning, budgeting, monitoring and reporting across counties. The CGA, 2012 Section 105 requires County Planning Units to ensure linkages between county plans and national planning frameworks.

In 2013, the National Government in collaboration with stakeholders, prepared and disseminated guidelines for preparation of the first generation CIDPs. Subsequently, county governments prepared their CIDPs for the period 2013-2017 that guided implementation of programmes and projects.

In order to ensure alignment of the CIDPs to national policies and strategies and take into consideration the lessons learnt and emerging issues identified during implementation of the first generation CIDPs, it is necessary to revise these guidelines. This is also expected to enhance the national and county level planning policy and coordination frameworks.

1.2. Policy and Legal Framework for Development Planning

1.2.1 The Constitution

The Fourth Schedule of the Constitution assigns the National Government the role of national economic policy and planning while county governments are responsible for county planning and development. Article 10 (2) of the Constitution on national values and principles of governance further prescribes the need for good governance, integrity, transparency and accountability; and sustainable development.

1.2.2 County Governments Act, 2012

County Government Act, 2012 Section 108 requires county governments to prepare 5-year integrated county development plans and the annual county budgets to implement them. In Section 102 (h) of the Act, county planning is expected “to provide a platform for unifying planning, budgeting, financing programmes, implementation, and performance review”. A County Planning Unit shall be responsible for “coordinated integrated development planning”. County plans will have the goal of promoting harmony with national and other county plans, land-use plans, urban planning and environmental conservation.

Further, Section 104 (1) of the Act states that, “a county government shall plan for the county and no public funds shall be appropriated without a planning framework developed by the county executive committee and approved by the county assembly”. It also states that the county planning framework shall integrate economic, physical, social, environmental and spatial planning. In addition to county integrated development plan, county governments are expected to have the following:

- i. County Sectoral Plan (10 years);
- ii. County Spatial Plan (10 years); and
- iii. Cities and Urban Areas Plan (5 years).

These county plans as provided in Section 107 (2), shall be the basis for all the budgeting and planning in a county.

1.2.3 Public Finance Management Act (PFMA), 2012

The Public Finance Management Act (PFMA), 2012, Part IV Section 126 requires county governments to prepare development plans in line with Article 220 (2) of the Constitution. The plans shall include strategic priorities for the medium term that reflect the county government’s priorities and plans. According to the PFMA, annual budget process starts with the preparation and submission of Annual Development Plan to the county assembly for approval.

1.2.4 Urban Areas and Cities Act, 2011

Section 36 (2) of the Urban Areas and Cities Act, 2011, states that “an integrated urban or city development plan shall bind, guide, and inform all planning for development and decision-making and ensure comprehensive inclusion of all functions.” The Act also requires urban areas to prepare five year integrated urban and cities development plans which are aligned to the development plans and strategies of the county governments.

1.2.5 Intergovernmental Relations Act, 2012

Part II of the Intergovernmental Relations Act, 2012, establishes the Summit responsible for monitoring of national and county development plans and recommending appropriate action. Section 20 (f) established the Council of Governors with a mandate to coordinate the receiving

of reports and monitoring the implementation of inter-county agreements on inter-county projects.

1.2.6 National Government Coordination Act, 2013

The National Government Coordination Act, 2013, provides for establishment of various committees to coordinate the National Government activities. Pursuant to Section 13 (1) of the Act, National Government Service Delivery Coordination committees were established in each county through the Executive Order Number 3/2014 to perform the following functions, among others:

- (a) Coordinating implementation of National Government functions at the County level.
- (b) Monitoring, evaluation and reporting on programmes, projects and initiatives of the National Government at the county level.
- (c) Identifying, through public participation the development priorities of the National Government at county level.

Further, the Executive Order No. 1 of 2019 on the Framework for Coordination and Implementation of National Government Development Programmes and Projects establishes implementing and coordinating committees at the National, Regional and County levels.

1.2.7 Kenya Vision 2030

The Kenya Vision 2030 aims at creating “a globally competitive and prosperous nation with a high quality of life by 2030”. It also aims to transform Kenya into “a newly industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment”. The Vision is being implemented through successive five years Medium Term Plans at the national level and the CIDPs at the county level.

1.2.8 Medium Term Plans

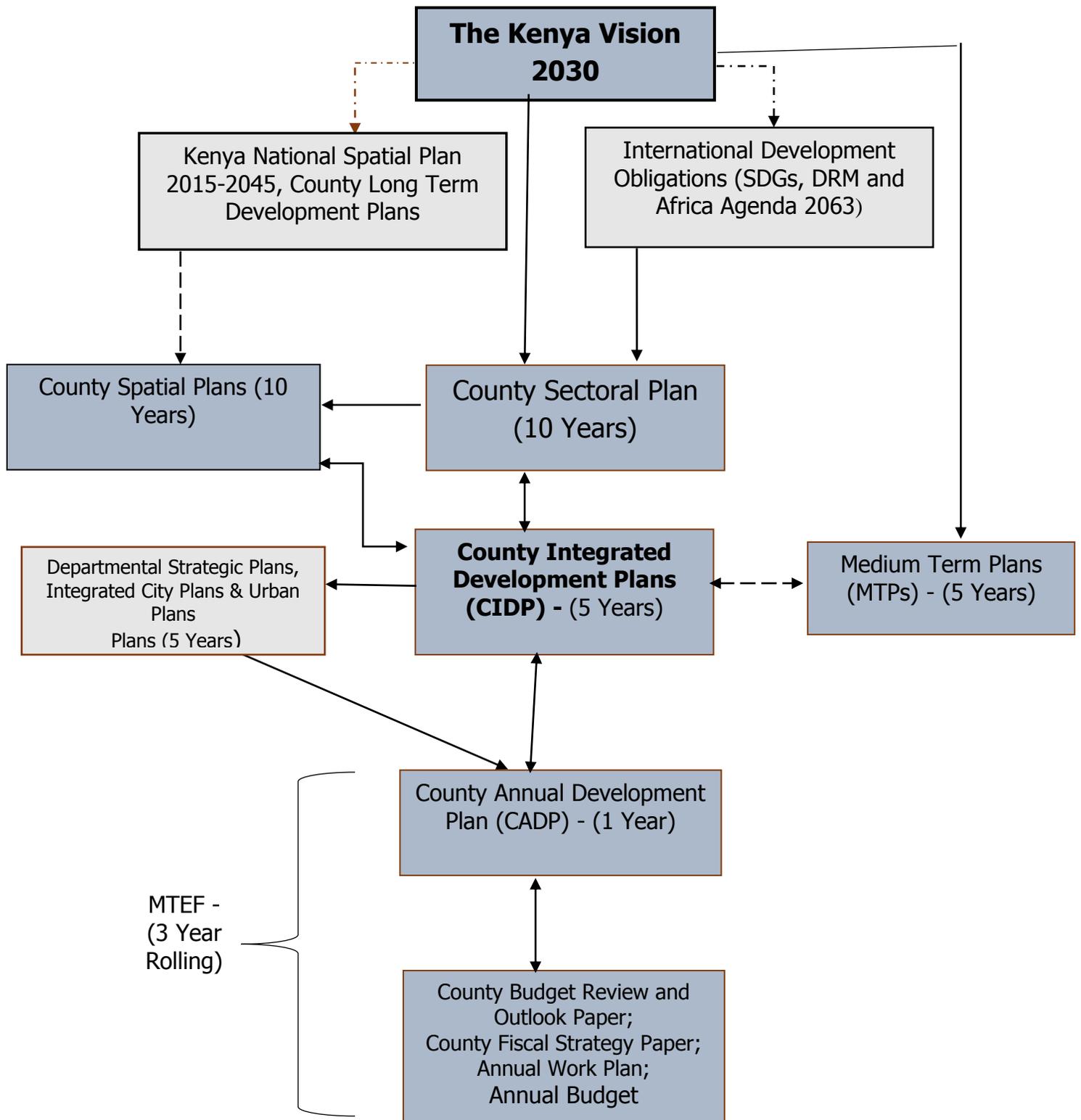
The Medium Term Plans of the Kenya Vision 2030 outline the policies, legal and institutional reforms as well as programmes and projects that the Government plans to implement during the five-year period. To align national and county plans, priorities identified from the counties are incorporated in MTPs and specific Sectors. MTP III incorporated and mainstreamed the ‘Big Four’ Agenda: Enhancing Value Addition and Manufacturing; Food Security and Nutrition; Universal Health Coverage and Affordable Housing.

1.3. CIDP Linkage with Other Plans

The CIDP gives an overall framework for development in a county and aims at coordinating the efforts of both levels of the government in a coherent manner to improve the quality of life for all the people.

Figure 1 shows the linkage between the County Integrated Development Plan with policies and other plans including the Kenya Vision 2030, the SDGs, Africa’s Agenda 2063 and the Medium Term Plan.

Figure 1: CIDP Linkage with Other Plans



1.3.1 Attributes of an Integrated Development Plan

An integrated development plan should be simple, realistic, comprehensive, consistent, precise, and facilitative in terms of policy and resource outlay for effective project implementation. Therefore, in the course of the preparation of the CIDP, it is necessary to ensure that the following issues are taken into account:

Strategy Presentation: It should present strategies for translating sectoral objectives into specific targets. Defining the county objectives helps formulate the best strategies through which the selected interventions shall be achieved.

Environmental Sustainability: It should take into account environmental concerns in all planned programmes and projects from conceptual stage by subjecting them to strategic environmental assessment. This guarantees sustainable development and reduce the cost of implementation occasioned by requirements such as environmental impact assessments and audits.

Inclusivity and Participatory: It should encourage public participation and inclusion of all stakeholders not only before and during preparation but also during implementation of projects, programmes and policies as well as in monitoring and evaluation.

Achievable: The plan to be implemented should be within reach of the technical and financial capacity of the County Government and partners.

Performance Analysis: It should entail a comprehensive review of the past performance of the sectors in the county. This should include an analysis of the situation at the beginning of the plan, any changes realized, constraints encountered and lessons learnt. This analysis guides the county governments in the formulation of effective strategies that promote sustainable development.

Monitoring and Evaluation: It should fulfill its function as a main information base for decision making hence an instrument for tracking the development process. It should have clear indicators, baseline and targets to show development progress.

Programme-Based: Government strategies are implemented, and development outcomes achieved, through programmes. Programmes are the building blocks of the CIDP and the link to Medium Term Expenditure Framework (MTEF) and annual budget estimates.

Coherent: It should clearly outline the decision-making process that led to the identification of, and the direct logical link between, priorities, strategies, and development outcomes.

1.4. Purpose of the Guidelines

The purpose of the Guidelines is to provide development planners at the county level with a framework for the preparation of the CIDPs. The guidelines are also expected to convey harmony and standards in preparation of CIDPs across the country.

In addition, the guidelines are expected to strengthen the mechanism for linking county policy, planning and budgeting processes as required by the County Government Act, 2012, and the PFM Act, 2012.

1.5. Steps in Preparation of the CIDP

The CIDP preparation process entails the following steps/phases:

Phase One: Preliminaries

In the preliminary phase, the following steps are spearheaded by the County Department responsible for Economic Planning:

- i. Issuing of a circular with instructions and deadlines to all county Accounting Officers. For coordination purposes, the circular shall be shared with the County Commissioner, the County Budget and Economic Forum (CBEF) and other key stakeholders;
- ii. Establishment of the CIDP preparation secretariat;
- iii. Establishment of Sector Working Groups (SWGs), which will comprise of County Government Department sector leads, National Government representatives and relevant Non-State Actors (NSA) (such as private sector, NGOs, CBOs, Development Partners active in the sector); and
- iv. Sensitization/ familiarization of the county heads and other stakeholders on the CIDP guidelines.

Phase Two: Data Collection and Analysis

In this Phase, information is collected on the existing conditions within the county and on the implementation of previous plans. It focuses on the development needs of the county citizenry. The identified needs are assessed to inform identification and prioritization of programmes and projects. Information on availability of resources is also collected during this phase.

The SWGs are responsible for the following:

- i. Review of the current CIDP;
- ii. Collection of primary data through public consultation forums and memorandums;
- iii. Analysis of the Governor's Manifesto and incorporation into the existing mandates and policy framework;
- iv. Analysis of existing spatial plan and sectoral plans;

- v. Analysis of the Kenya Vision 2030, and its MTPs to identify national flagship projects or other major initiatives targeting the County;
- vi. Analysis of sector policy frameworks (e.g., SDGs, Agenda 2063, long-term county strategic plans, and other sector-specific policies);
- vii. Analysis of inputs from public participation forums and events; and
- viii. Identifying opportunities and development challenges faced by the sector.

Phase Three: Development of Objectives and Strategies

The SWGs should propose solutions or mechanisms to leverage on the opportunities and address the challenges identified in Phase Two. Under the facilitation of the CIDP preparation secretariat, the SWGs will:

- i. Agree on vision and mission (for the county and specific sectors);
- ii. Develop sector objectives and outcome targets;
- iii. Develop criteria for prioritization and resource allocation amongst sectors and spatial distribution of development resources;
- iv. Formulate development strategies which require a multi-sectoral approach; and
- v. List major programmes and sub-programmes.

The SWGs should ensure that the identified programmes and projects mainstream cross-cutting issues like Climate Change, Environmental Degradation, HIV/AIDS, Gender, Youth, Persons with Disability (PWD), Disaster Risk Management (DRM), Ending Drought Emergencies (EDE), among others.

Phase Four: Programmes and Projects

In this Phase, the County designs the content of programmes and projects identified in Phase Three. This work should be undertaken by the SWGs unless a specific issue or programme has cross-sectoral dimensions and impacts which would need collaboration between the sectors. The SWGs should carry out Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis on programmes and develop programmes that take into account the following:

- i. Cross-cutting issues;
- ii. Programme/project target beneficiaries;
- iii. Promotion of equity;
- iv. Consistency with the county spatial development framework;
- v. Indicative budget for the plan period;
- vi. Resource mobilization framework;
- vii. Programme/project responsiveness to inputs and priorities from the public; and
- viii. Projects/Programme management framework which includes M&E, accountability structures and mechanisms.

The SWGs should prepare the sector reports which should be handed over to the CIDP secretariat.

Phase Five: Integration

The Programmes/projects formulated should be verified by the CIDP secretariat to ensure consistency with the County Performance Management Framework (e.g. contribute to long term objectives, have clear outcomes, indicators with the available resources). Programmes will also be reviewed based on cross-sectoral considerations, in terms of potential negative impact and of harnessing synergies across County Government sectors, intergovernmental and non-state actors. At the end of this phase, the secretariat should have a final Draft CIDP which should be subjected for validation by stakeholders. Further, the final CIDP draft should be shared with the National Government Department responsible for Economic Planning for review and advice.

Phase Six: Adoption and Approval

The secretariat will present the draft CIDP to the County Executive Committee for consideration and adoption before submission to the County Assembly for approval.

SECTION TWO

STRUCTURE OF THE COUNTY INTEGRATED DEVELOPMENT PLAN

This section presents the structure of the County Integrated Development Plan as well as the outline of the various chapters and the annexes.

CIDP Structure

The following is the proposed structure of the County Integrated Development Plan:

PRELIMINARIES

i. Cover Page

The cover page should contain the following:

- The County Government Logo
- {County Name}
- County Integrated Development Plan (Period e.g. 2018-2022)
- Theme of the Plan (County specific)

ii. First Page (Title page)

- Title: County Integrated Development Plan for ____ {Insert county name}
- County Vision and Mission

iii. Subsequent Pages of the Plan

- Table of Contents
- List of Tables
- List of Maps/Figures
- List of Plates (Captioned photos)
- Abbreviations and Acronyms
- Glossary of Commonly Used Terms

iv. Foreword

The Foreword should contain the rationale for preparing the County Integrated Development Plan, a summary of achievements realized during the implementation of the previous CIDP and the highlights of the development priorities for the county during the plan period. It should also discuss the linkage of the CIDP with other development plans which include, among others: Kenya Vision 2030 and its Medium Term Plans, the National Spatial Plan, County Sectoral Plans, Africa's Agenda 2063, the Sustainable Development Goals (SDGs), and other national policies and international commitments, e.g., Green Economy Strategy and Implementation Plan (GESIP). The foreword should also highlight the county top leadership commitment towards implementation of the plan. *(To be signed by the Governor)*

v. Acknowledgement

This should acknowledge all those involved in the CIDP preparation process. The role played by the various stakeholders including key County and National Government actors and development partners who supported the process of developing the CIDP and the role of the public, in general, should also be acknowledged. *(To be signed by the County Executive Committee member responsible for planning)*

vi.) Executive Summary

The executive summary should provide the reader with a quick preview of the plan's contents. It should highlight the content of each chapter. *(It should be about two pages)*

CHAPTER ONE: COUNTY GENERAL INFORMATION

Provide a summary of the chapter.

1.1. County Overview

The section should provide background of the county which may include a brief history of the county, inhabitants, the headquarters, major economic activities, regional economic blocks and other inter/intra county relations. (*Approximately half a page*)

1.2. Position and Size

This should include the size of the county in square kilometres, position, coordinates (longitudes and latitudes), the neighbouring counties, countries or major water bodies.

Figure 2: Location of the County in Kenya

(Insert the Map of Kenya indicating the location of the county)

1.3. Physiographic and Natural Conditions

- 1.3.1. Physical and Topographic features
- 1.3.2. Ecological conditions
- 1.3.3. Climatic conditions

1.4. Administrative and Political Units

- 1.4.1. Administrative Subdivision (sub-counties, wards, villages)

Figure 3: County's Administrative and Political Units

(Insert the map of the county's administrative and political units)

Table 1: Area by Sub-county and ward

Indicate the county government administrative structure (*Mention also the National Government administrative structure in the text*)

1.5. Political units (Constituencies and Wards)

Table 2: County's Electoral Wards by Constituency

1.6. Demographic Features

1.6.1. Population size and composition

Tabular information is recommended, containing population data as per the Kenya National Population and Housing Census report as the base year, current estimates and projections for mid of the plan period and end of the plan period Similar projections should be done for population in key urban centres in the county, and population distribution and density per ward and sub-county. Provide a narrative of any significant internal and external

migrations, reasons for the movement where necessary as well as information on minority and marginalized communities as defined in Constitution of Kenya indicating their numbers and areas they occupy in the county.

Table 3: Population Projections by Age Cohort

Table 4: Population Projections by Urban Centres

1.6.2. Population density and distribution

Table 5: Population distribution and density by Sub-county

1.6.3. Population projection for special age groups

Table 6: Population projection by special age groups

(3-5:Pre-school going age, 6-13: Primary school going age, 14-17: Secondary school going age, 15-35: Youth Population, 15-49: Female reproductive age, 15-64: Labour force, 65+: the Aged population)

1.6.4. Population of persons with disabilities

Table 7: People living with disabilities by type, sex and age

Particulars	0-14		15-24		25-34		35-54		55+	
	M	F	M	F	M	F	M	F	M	F
Hearing										
Speech										
Visual										
Mental										
Physical										
Self-care										
Other										

The type of disability and Age classification is adopted from the latest Kenya National Survey Report for persons with Disability

1.6.5. Demographic Dividend

(Please refer to Definition of Concepts and Terminologies). Evidence show Counties are at different stages of demographic transition. It is, therefore, necessary to make County specific strategic investments in the four focus areas of the Demographic Dividend, namely: health and wellbeing; education and skills development; employment and entrepreneurship and rights, governance and youth empowerment as guided by the latest County Adolescent and Youth Survey reports and the Kenya’s Demographic Dividend Roadmap. It is therefore imperative for counties to prioritize interventions that will enhance the achievement of demographic dividend and hence economic transformation. (Reference documents are available on www.ncpd.go.ke)

Counties are, therefore, required to provide a brief on the analysis of the County demographic dividend potential based on the data in Table 8

Table 8: Demographic Dividend Potential

Category	Base Year*	Year 1**	Year 2**	Year 3**	Year 4**
Population Size					
Population below 15 (%)					
Population 15-64 (%)					
Population above 65 (%)					
Dependency ratio					
Fertility rate					

*The base year should be the current census year

**The sequencing of the subsequent years to be aligned to CIDP years

1.7. Human Development Approach

Give a brief explanation of the Human Development Indicators and briefly compare the county Human Development Index (HDI) to the national Human Development Index. Give trends for the previous plan period. The comparisons are meant to inform strategies to be undertaken in various sectors to address the development gap within the county. *Refer to the National Human Development Reports (NHDRs) for Kenya.*

1.8. Infrastructure Development

- 1.8.1. Roads and Rail Network (including roads by Classification, major bus parks, lorry parks and railway stations/terminus), Ports and Jetties, Airports and Airstrips
- 1.8.2. Information, Communication Technology which include post offices, mobile telephony, landline, fibre optic cables, radio and television and Huduma centres/citizen service centres.
- 1.8.3. Energy access (Main sources of energy, electricity coverage, solar, biogas, wind, etc.)
- 1.8.4. Housing: Types

1.9. Land and Land Use

- 1.9.1. Land ownership categories/ classification
- 1.9.2. Mean holding size
- 1.9.3. Percentage of land with title deeds
- 1.9.4. Incidence of landlessness
- 1.9.5. Settlement patterns (Urban centres, informal settlement, etc.)
- 1.9.6. Type and size of land

Figure 4: County Spatial Map

(Insert County Spatial Map indicating land use)

1.10. Employment

- 1.10.1. Wage earners
- 1.10.2. Self-employed
- 1.10.3. Labour force by sector
- 1.10.4. Unemployment levels

1.11. Irrigation infrastructure and schemes

- 1.11.1. Irrigation potential
- 1.11.2. Irrigation schemes (small/ large scale)

1.12. Crop, Livestock and Value addition

For each of the economic activity, indicate value chains and value addition facilities.

- 1.12.1. Main crops produced
- 1.12.2. Acreage under food and cash crops
- 1.12.3. Average farm sizes
- 1.12.4. Main storage facilities
- 1.12.5. Agricultural extension, training, research and information services (available training institutions, demonstration farms and multiplication sites etc.)
- 1.12.6. Main livestock breeds and facilities
- 1.12.7. Ranching (number, ownerships and activities)
- 1.12.8. Apiculture (bee keeping)

1.13. Oil and Other Mineral Resources

- 1.13.1. Mineral and Oil potential
- 1.13.2. Ongoing mining and extraction activities (Quarry, sand harvesting, cement etc.)

1.14. Tourism and Wildlife

- 1.14.1. Main tourist attractions and activities
- 1.14.2. Classified / major hotels (numbers, bed capacity and distribution by sub-county)
- 1.14.3. Main wildlife
- 1.14.4. Wildlife conservation areas (game parks, reserves, conservancies, game ranches)
- 1.14.5. Total number of tourists (both domestic and foreign) visiting attraction sites annually

1.15. Industry and Trade

- 1.15.1. Markets
- 1.15.2. Industrial parks (including *Jua Kali* sheds)
- 1.15.3. Major industries
- 1.15.4. Types and number of businesses
- 1.15.5. Micro, Small and Medium Enterprise (MSME)

1.16. The Blue Economy (including Fisheries)

- 1.16.1. Aquaculture
- 1.16.2. Main fishing activities, types of fish produced, landing sites
- 1.16.3. Deep sea fishing
- 1.16.4. Seabed and lake mining (Oil, gas and other extractives)
- 1.16.5. Ocean/ Marine renewable energy
- 1.16.6. Marine transport and tourism

1.17. Forestry, Agro Forestry and Value addition

Indicate Value chains and Value addition facilities for forest products.

- 1.17.1. Main Forest types and size of forests (Gazetted and Un-gazetted forests)
- 1.17.2. Main Forest products
- 1.17.3. Agro-forestry
- 1.17.4. Value chain development of forestry products

1.18. Financial services

- 1.18.1. Number of banks, Micro finance institutions, mobile money agents and SACCOs with FOSAs
- 1.18.2. Distribution /coverage of financial services by sub-county

1.19. Environment and Climate Change

- 1.19.1. Major degraded areas / hotspots and major contributions to environmental degradation
- 1.19.2. Environmental threats (Loss of biodiversity, drought, floods, Deforestation landslides, Coastal and marine erosion/pollution, Emergence of marine related diseases and epidemics, invasive species etc.)
- 1.19.3. High spatial and temporal variability of rainfall
- 1.19.4. Change in water levels or glacier
- 1.19.5. Solid waste management facilities

1.20. Water and Sanitation

- 1.20.1. Water resources
- 1.20.2. Water supply schemes
- 1.20.3. Water sources and access (distance to the nearest water points by sub-county)
- 1.20.4. Water management (Institutions, measures for sustainable use etc.)
- 1.20.5. Sanitation

1.21. Health Access and Nutrition

- 1.21.1. Health Access (Health Facilities, Health personnel and their distribution by sub county)
- 1.21.2. Morbidity: Five most common diseases in order of prevalence

- 1.21.3. Nutritional status (prevalence of stunting and wasting in children under 5 years: height-for-age, weight-for-height, weight-for-age)
- 1.21.4. Immunization coverage
- 1.21.5. Maternal health care (maternal deaths, number of mothers delivering in hospitals, ante-natal and post-natal care)
- 1.21.6. Access to family planning services/Contraceptive prevalence
- 1.21.7. HIV and AIDS prevalence rates and related services

1.22. Education, Skills, Literacy and Infrastructure

Provide key education statistics such as; facilities and enrolment, Teacher to Pupil /Student ratios, Transition rates, Completion rates and Retention rates. The section should also indicate facilities and enrolment for Special needs education and Mobile education centres for pastoral communities.

- 1.22.1. Pre- School Education (Early Childhood Development Education)
- 1.22.2. Primary Education
- 1.22.3. Non-formal Education
- 1.22.4. Youth polytechnics
- 1.22.5. Secondary Education
- 1.22.6. Tertiary Education
- 1.22.7. Adult and continuing Education
- 1.22.8. Technical, Vocational Education and Training

1.23. Sports, Culture and Creative Arts

- 1.23.1. Museums, Heritage and Cultural sites
- 1.23.2. Talent Academies
- 1.23.3. Sports facilities
- 1.23.4. Libraries /information documentation centres
- 1.23.5. Registered traditional herbalists and medicine-men

1.24. Community Organizations/Non-State Actors

- 1.24.1. Cooperative Societies
- 1.24.2. Public Benefits Organizations (PBOs) i.e. NGOs, CBOs, INGOs, FBOs and special interest groups, etc.
- 1.24.3. Development Partners e.g. UN Agencies, USAID, World Bank, etc. and the sectors they support
- 1.24.4. Youth empowerment and social inclusion (Youth empowerment centres)

1.25. Security, Law and Order

- 1.25.1. Number of police stations and posts by sub county
- 1.25.2. Types, trends and crime prone areas
- 1.25.3. Types and number of courts

- 1.25.4. Prisons and probation services
- 1.25.5. Number of public prosecution offices
- 1.25.6. Number of prosecutions over the years
- 1.25.7. Community policing activities
- 1.25.8. Immigration facilities

1.26. Social Protection

- 1.26.1. Number of Orphans and Vulnerable children (OVCs)
- 1.26.2. Cases of Street children
- 1.26.3. Child care facilities and Institutions by sub-county (children offices, Number of orphanages, rescue centres, and correction/rehabilitation facilities
- 1.26.4. Social net programmes in the county(PWDs, orphans, widows and the elderly)

CHAPTER TWO: LINKAGES WITH VISION 2030 AND OTHER PLANS

2.1. Introduction

Give a brief introduction of the Chapter.

2.2. Linkage of the CIDP with the Kenya Vision 2030, the Medium Term Plan and Other Plans

In this section, indicate how the CIDP is linked to various planning frameworks at national and county level. It should also highlight how the county is contributing towards achieving the aspirations of the stated policies and plans.

Give a brief on each of the following:

- CIDP linkages with the Kenya Vision 2030 and its Medium Term Plan: include National programmes and projects in the county, Flagship projects of Vision 2030 in the county;
- Linkage with inter-county economic blocs;
- Linkage with Sectoral Plans, Urban and City Plans within the county;
- Linkage with the Sustainable Development Goals (SDGs); and
- Commitment to implementation of the relevant regional obligations including the aspirations of Africa's Agenda 2063.

CHAPTER THREE: REVIEW OF IMPLEMENTATION OF THE PREVIOUS CIDP

3.1. Introduction

Give a brief overview of the chapter.

3.2. Status of Implementation of the Previous CIDP

Review of implementation of the previous CIDP should include, but not limited to:

- Analysis of the county revenue sources (equitable share, grants, own source revenue) – Compare the budgeted versus actual.
- County Expenditure Analysis by sector/ subsector – Compare budgeted versus actual.
- Summary of key achievements versus planned targets focusing on outcomes (by sector/ subsector).
- Major challenges faced.
- Lessons learnt.

CHAPTER FOUR: COUNTY DEVELOPMENT PRIORITIES AND STRATEGIES

4.1. Introduction

Give a brief overview of the chapter. The chapter should discuss spatial development framework, key county development priorities, strategies and programmes and projects as identified by stakeholders in the county.

4.2. Spatial Development Framework

The county should describe the spatial framework within which development projects and programmes will be implemented. It should also carry out an assessment of natural resources within the county. The information to be provided should cover the following thematic areas as outlined in the National Spatial Plan 2015–2045:

- Identifying resource potential growth areas.
- Enhancing county competitiveness – Counties should leverage on their strengths and opportunities, strategic geographical locations, abundant natural resources, existing and proposed infrastructure projects and emerging technologies in ICT.
- Modernizing agriculture – Develop strategies for transforming agriculture into a modern and commercially viable sector through intensification and diversification.
- Diversifying tourism – Develop strategies for offering diverse tourist products for the respective tourism circuits.
- Managing human settlement – Plan for decent and high quality urban livelihoods as well as rationalization of rural growth centres.
- Conserving the natural environment – Prioritize protection and conservation of environmentally-sensitive areas.
- Transportation network – Maximize efficiency and sustainability of the transport sector through enhanced links and connectivity.
- Providing appropriate infrastructure – Develop interconnected, efficient, reliable, adequate, accessible, safe, sustainable and environmentally-friendly systems of infrastructure (water; energy; education, training and research facilities; health; ICT; sewer; sports etc.).
- Industrialization – Exploit existing potential and location to steer county economic growth.

Note:

- a) Counties with spatial plans should provide spatial maps and a summary on how the plan is addressing priority thematic areas (provide most relevant maps capturing the transport network, industrial/economic activities, managing human settlement....)*
- b) For counties without spatial plans, the required information should be captured using Table 9 (An illustrative example is provided for the industrialization thematic area).*

Table 9: County Spatial Development Strategies by Thematic Areas

Thematic Area	Overview/ Current Status	Policy Strategy	Potential Geographical Areas	Lead Agencies/ Departments
<i>(e.g.) Industrialization</i>	<i>County is home to several agro processing industries which are spread across major urban areas</i>	<i>Establish the industrial zones with supporting infrastructures (water, electricity, road network...)</i>	<i>Give the exact location(s)</i>	<i>Physical Planning, Water, Energy.....</i>
.....				

4.3. Natural Resource Assessment

This section should discuss the major natural resources found within the county. The information should be summarized as indicated Table 10.

Table 10: Natural Resource Assessment

Name of Natural Resource ¹	Dependent Sectors	Status, Level of Utilization & Scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
<i>Example: Lake Naivasha</i>	<ul style="list-style-type: none"> • Fisheries • Tourism • Agriculture • Irrigation 	<ul style="list-style-type: none"> • Declining water levels - expected to further decline with expansion of horticulture sector • Water quality expected to decline due to increased farming activities 	<ul style="list-style-type: none"> • Best practices in waste water management and wetland conservation in some farms 	<ul style="list-style-type: none"> • Water levels declined • Water quality deteriorated from horticulture (affecting quality of fish, and quality of tourism) 	<ul style="list-style-type: none"> • Monitoring of water levels and quality • Regulate waste water and effluents from farms • Extension services to cover waste water treatment management • Nutrient enrichment
<i>River Voi</i>	<ul style="list-style-type: none"> • Irrigation 	<ul style="list-style-type: none"> • Over utilized up stream 	<ul style="list-style-type: none"> • Can support more food production through irrigation, fish farming 	<ul style="list-style-type: none"> • Upstream damming; Nitrification; deforestation along the river banks 	<ul style="list-style-type: none"> • Legal and policy enforcement • River rehabilitation programme
...					

¹ Be specific – indicate the natural resource by name.

4.4. Development Priorities and Strategies

This section should give a summary of the development priorities identified in the sectors from the spatial plan, sectoral plans and during stakeholders’ consultative forums. The development priorities, programmes and projects should be linked to the Kenya Vision 2030, MTP, County Transformative Agenda/long term strategic plans, as well as strategies identified in the spatial development framework. Emphasis should also be given to programmes and projects aimed at fulfilling Article 56 of the Constitution on minorities and marginalized groups, achieving the aspirations of 2030 Agenda for Sustainable Development and Africa’s Agenda 2063 among others.

Note:

- *The programmes and projects should mainstream cross-cutting issues such as green growth and green economy, climate change, HIV and AIDS, Gender, Youth, Persons with Disability (PWD), Disaster Risk Management (DRM), and Ending Drought Emergencies (EDE) among others.*
- *Programmes should be captured in the main document while specific projects may be annexed.*

4.4.1 Sector introduction

The section should include the following:

- Sector name
- Sector composition
- Vision and Mission
- Sector Goal
- Sector/subsector Development needs, Priorities and Strategies

Details of the programmes should be presented as indicated in Table 11.

Table 11: Sector Programmes

Programme Name:										
Objective:										
Outcome:										
Sub Programme	Key Output	Key performance Indicators	Baseline		Planned Targets					Total Budget (Ksh. M)*
			Year	Value	Year 1	Year 2	Year 3	Year 4	Year 5	
<i>(e.g.) Agricultural training services</i>	<i>Farmers service providers trained</i>	<i>Number of trainings held</i>	2018	150	160	170	175	180	180	
		<i>Number of farmers trained (Men, women, PWD)</i>			8,000	8,500	8,750	9,000	9,000	
.....										

**Total budget: this should be the total cost of all the interventions geared towards realization of the planned targets for the five years*

4.4.2 Cross-Sectoral Implementation Considerations

This section should provide the cross-sectoral impacts of each sectoral programme and appropriate actions to harness cross-sector synergies or mitigate adverse cross-sector impacts.

- **Harnessing cross-sector synergies:** Indicate what considerations will be made in respect to harnessing cross-sector synergies arising from possible programme impacts.
- **Mitigating adverse cross-sector impacts:** State the mitigation measures that may be adopted to avoid or manage potential adverse cross-sector impacts.

The cross-sectoral impacts and the mitigation measures should be presented in the format indicated in Table 12.

Table 12: Cross-sectoral impacts

Programme Name	Sector(s)	Cross-sector Impact		Measures to Harness or Mitigate the Impact
		Synergies	Adverse impact	

4.5. Flagship /County Transformative Projects

This section should capture major projects/large scale initiatives with high socio-economic impact in terms of creating employment, enhancing competitiveness, revenue generation, ability to deliver services including promoting peace and co-existence across the county. The impact should generate rapid and widely shared growth that is felt beyond the locality where it is being implemented. These may include projects that are area-based, county -wide, inter-county and those to be implemented together with national government and development partners. They may be derived from the Kenya Vision 2030 (to be implemented in collaboration with the National Government) or from the County Transformative Agenda. The projects should be summarized as indicated in Table 13.

Table 13: Flagship/ Transformative Projects

Project Name	Location	Objective	Outcome	Performance indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh. M)
<i>(e.g.) Water supply services</i>	<i>County wide</i>	<i>To increase access to safe and affordable drinking</i>	<i>Enhanced access to safe drinking water</i>	<i>% household with access to clean and safe water</i>	<i>2018-2020</i>	<i>Water, Irrigation, Environment and Natural Resources</i>	<i>10</i>

		<i>water</i>					
....							

CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

5.1. Introduction

This section should provide an overview on the CIDP implementation framework. The chapter should discuss the institutional framework for implementation of the plan and resource requirements, mobilization and management framework.

5.2. Institutional Framework

This section should identify the institutional framework and provide the roles of major players in the implementation of CIDP. It should indicate the county's organizational structure and clearly show the linkages with other stakeholders such as the National Government, the Civil Society, Development Partners etc.

5.3. Resource Requirements, Mobilization and Management

This section should explain the resource requirements by sector, resource mobilization strategies which should include: revenue raising, asset management, financial management, operational financing, capital financing and accountability.

5.3.1 Financial Resource Requirements by Sector

Indicate proposed financial resource requirement for each sector as derived from the sector programmes (see Table 14).

Table 14: Summary of Sector Financial Resource Requirements

Sector Name	Resource Requirement (Ksh. M)
...	
Total	

5.3.2 Financial Resource Projection

The section should detail resources expected from various sources which include: Own-Source Revenue, the equitable share of national revenue, expected conditional grants from National Government or Development Partners (see Table 15).

Table 15: Revenue Projections

Type of Revenue	Year 1 (Start of the Plan Period)	Year 2	Year 3	Year 4	Year 5	Total
a) Local revenue						
b) Equitable share						
c) Conditional grants from National Government						
d) Conditional allocations from loans and grants from Development Partners						
e) Other sources (Specify)						
Total						

5.3.3 Estimated Resource Gap and Mobilization Strategies

The section should capture the resource gap and measures on how to address the resource gap.

5.3.4 Resource Management

Provide a discussion on asset management, financial management, operational financing and accountability.

CHAPTER SIX: MONITORING AND EVALUATION FRAMEWORK

6.1. Introduction

This section should provide an overview of the chapter.

6.2. County Monitoring and Evaluation Structure

The section should provide a brief description of the M&E structure in the county. This section should describe how the M&E structure is linked to the County Monitoring and Evaluation Framework as outlined in the Guidelines for Preparation of County Integrated Monitoring and Evaluation System (CIMES).

6.3. Data collection, Analysis, and Reporting

This section should provide mechanisms for data collection, analysis, and reporting, dissemination and citizen engagement.

6.4. M&E Outcome Indicators

This section should give the monitoring and evaluation outcome indicators by sector. The county should refer to the CIMES guidelines which elaborate on indicator formulation. The programmes' outcome indicators and targets should be summarised in the M&E Results Matrix as indicated in Table 16.

Table 16: M&E Results Matrix

Sector	Programme	Outcome indicators	Baseline		Mid-term Target	End-term Target	Source of Data	Reporting Responsibility
			Value	Year				
							

ANNEX 1: SECTOR SPECIFIC PROJECTS

Sector Name.....

Sub-sector Name.....

Programme Name.....

Table 17: On-going projects

Project Name/ Location*	Objectives	Targets	Description of Activities (Key Outputs)	Green Economy considerations	Cost (Kshs.)	Source of funding	Timeframe	Implementing Agency	Remarks
.....									

**Indicate the physical location and ward where the project is being implemented*

Table 18: New Project Proposals

Project Name/ Location	Objectives	Targets	Description of Activities	Green Economy considerations	Cost (Kshs.)	Source of funding	Timeframe	Implementing Agency
.....								

Table 19: Stalled Projects

Project Name	Location	Description of activities	Reasons for stalling