



# **COUNTY GOVERNMENT OF NAKURU**

## **PUBLIC ADMINISTRATION, NATIONAL INTERNATIONAL RELATIONS SECTOR**

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### **NAIVASHA MUNICIPALITY**

### **SUB SECTOR REPORT**

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**MTEF 2021/2022 – 2023/24**

**JANUARY 2021**

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## **ABBREVIATIONS/ACRONYMS**

<b>ICT</b>	Information Communication Technology
<b>IDP</b>	Integrated Development Plan
<b>MTEF</b>	Medium Term Expenditure Framework
<b>PAIR</b>	Public Administration, International/National Relations

## EXECUTIVE SUMMARY

This report has been prepared in line with the County Treasury budget Circular of 28/08/2020 and in accordance with the provisions of the Public Financial Management Act, 2012. It contains the Municipality's planned outputs for the next MTEF period. The sub sector of Naivasha Municipality is composed of nine board members, a Municipal Manager and a Secretariat. Four of the Board members were appointed through a competitive process and approved by the County Assembly. The Charter further provides that the remaining five members of the Board be nominated from Professional associations, Civil Society and Private Sector. The term of the members of the Board of the Municipality is five years on part time basis whereas the Municipal Manager is appointed for a six-year period which is renewable. A substantive Municipal Manager is yet to be recruited but an acting Manager was appointed to hold office in the meantime. An official organogram for the Municipality is yet to be adopted.

The report is organized into seven chapters. Chapter one comprises of introduction, providing the background, sub-sector vision and mission, strategic objectives, sub-sector mandates, stakeholders and their roles. Chapter two reviews the performance of the MTEF period 2017/2018-2019/2020. Chapter three gives the medium-term priorities and financial plan for the MTEF period 2021/22 – 2023/24. For the FY2021/2022 the Board requires Ksh. 532.6m to effectively undertake its mandate. The requirement includes Ksh. 69.6m for recurrent expenditure and Ksh. 454m for development. The Board has however been allocated Ksh.94.4m being Ksh. 42.8m and Ksh. 51.6m for recurrent and development respectively. This represents a deficit of Ksh. 429.6m.

Chapter four deals with cross-sector linkages. Chapter five contains the emerging issues and challenges being faced by the Board. Some of them include lack of policy direction outlining the functions of the Municipality from those of other Departments, lack of adequate human resource to manage the affairs of the Municipality effectively, lack of training and induction for Board members on

Budget processes and documents. Chapter six provides the conclusion while chapter seven provides recommendations on how to solve some of the emerging issues and challenges to improve implementation of the budget in terms of efficiency, effectiveness, timeliness and target for better service delivery. Chapter seven provides the recommendations.

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background

Article 184 of the Constitution of Kenya 2010 mandated Parliament to enact a legislation to provide the criteria for classifying areas as urban areas and cities, establishing the principles of governance and management of urban areas and cities and to provide for participation by residents in the governance of urban areas and cities. Parliament enacted the Urban Areas and Cities Act in the year 2011 which provided the criteria for a Town to be upgraded to a Municipality. Naivasha Town was proposed for upgrading to a Municipality and after examination the Naivasha Municipal Charter was prepared, passed by the County Assembly and duly signed by the Governor thus creating the Naivasha Municipality. The boundaries of the Municipal Board of Naivasha covers six of the eight Wards in Naivasha Sub County namely Malewa West, Viwandani, Biashara, part of Olkaria, part of Hells Gate and Naivasha East. Maiella Ward is not covered by the Municipal Board. The Governor may through a consultative process and with the approval of the County Assembly declare any other area to be part of the Municipality.

The sub sector of Naivasha Municipality falls under the PAIR Sector which is comprised of six other Sub Sector's namely Office of the Governor and Deputy Governor, County Treasury, Public Service Training and Devolution, County Assembly, County Public Service Board and Nakuru Municipality. The Sub Sector is composed of nine board members, a Municipal Manager and secretariat. Four members of the Board of the Municipality were appointed through a competitive process and approved by the County Assembly. The Charter further provides that the remaining five members of the Board be nominated from Professional associations in the area i.e. Law Society of Kenya, Institute of Certified Public Accountants, Institute of Certified Public Secretaries, Institute of Human Resource Management, Institute of Engineers Of Kenya, Kenya Medical Practitioner and

Dentist Board and other associations recognized by the statute. The term of the members of the Board of the Municipality is five years on part time basis. The Municipal Board is a corporate body with perpetual succession and a common seal. The overall goal of the sub sector is to provide for efficient and accountable management of the affairs of the Municipality. The Municipal Manager is appointed for a six year period which is renewable. A substantive Municipal Manager for Naivasha Municipality is yet to be recruited but an acting Manager was appointed to hold office in the meantime.

## **1.2 Sector Vision and Mission**

### **Vision**

An efficient and accountable Municipality.

### **Mission**

To formulate policies that will enhance service delivery.

## **1.3 Strategic Goals/Objectives of the Sector**

The objectives of Naivasha Municipality is:-

- (a) To pursue developmental opportunities which are available in the municipality
- (b) To provide a high standard of social services in a cost-effective manner to the inhabitants of the Municipality.
- (c) To promote social cohesiveness and a sense of civic duty and responsibility among the inhabitants and stake holders in the municipality.
- (d) To provide for services, By-laws and other matters for the Municipality benefit.
- (e) Foster economic, social and environmental wellbeing of the community.



#### **1.4 Sub Sector and their Mandates**

As outlined in Section 20 of the Urban Areas and Cities Act, the Municipality of Naivasha is mandated and stipulated with the following functions: -

- (a) To oversee the affairs of the Municipality.
- (b) To develop and adopt policies, plans, strategies and Programmes.
- (c) To formulate and Implement an Integrated Development Plan.
- (d) To control Land use, Land subdivision, Land development and zoning by public and private sector for any purpose within the framework of the spatial and master plans for the municipality and as may be delegated by the County Government.
- (e) To promote and undertake infrastructural development and services within the Municipality
- (f) To develop and manage schemes, including site development in collaboration with the relevant national and county agencies.
- (g) To maintain a comprehensive data base and information system of the administration and provide public access there to upon payment of a nominal fee to be determined by the board.
- (h) To administer and regulate its internal affairs.
- (i) Implement applicable national and county legislation;
- (j) To enter into such contracts, partnership or joint ventures as it may consider necessary for the discharge of its functions under this Act or other written laws
- (k) Monitor and where appropriate regulate the Municipal services where those services are provided by service providers other than the Board of the Municipality.
- (l) Prepare and submit its annual budget estimates to the County Treasury for the submission to the County assembly for approval as part of the annual County appropriation bill.
- (m) Collect rates, taxes levies, duties, fees and surcharges on fees.

The Municipality also derives its mandate from the Naivasha municipality Charter and may execute other mandates that may be delegated by the County executive.

### 1.5 Role of Sector Stakeholders

STAKEHOLDER	ROLE
Development Partners/Donors	<ul style="list-style-type: none"> <li>- Providing funding</li> <li>- Guidance on Expenditure</li> <li>- Participate in Public/Private Partnership</li> </ul>
Line Ministries	<ul style="list-style-type: none"> <li>- Provide technical advice</li> <li>- Cooperation</li> </ul>
General Public	<ul style="list-style-type: none"> <li>- Participate in budget preparation process</li> <li>- Highlight the projects to be undertaken</li> <li>- Carry out social intelligence audit</li> </ul>
State Agencies and Departments	<ul style="list-style-type: none"> <li>- Policy guidelines</li> <li>- Technical advice</li> <li>- Partnership</li> </ul>
Private Sector/media /civil society	<ul style="list-style-type: none"> <li>- Participate in public private partnership</li> <li>- Increase public awareness</li> <li>- Participate/guidance in drafting policies</li> </ul>
County Assembly	<ul style="list-style-type: none"> <li>- Enactment of Bills</li> <li>- Approval of Budget</li> </ul>

## **CHAPTER TWO**

### **2.0 PROGRAMME PERFORMANCE REVIEW FOR THE MTEF PERIOD 2017/18-2019/20**

This Chapter outlines the objectives, planned targets and the targets achieved during the above-named period. The board managed to perform a few of its objectives and this was due to budget constraints and also restrictions due to COVID-19 pandemic. The board spent Kshs. 11,877,168 under recurrent expenditure part of which Kshs. 9,362,168 is from Urban Institution Grants and the remaining Kshs.2, 515,000 is under the equitable share. Development expenditure was not utilized as the procurement process is ongoing. However, there are two major projects for FY2018/19 which are ongoing under the supervision of department of Land, Physical Planning and Housing. These are construction of wholesale market and improvement of roads to bitumen standards.

## 2.1 Review of Sector Programmes/Sub-Programmes/projects-Delivery of Outputs/ KPI/ targets

**Table 1: Sector Programme Performance Reviews**

Programme	Key Outputs	Key Performance Indicators	Planned Target			Achieved Target			Remarks
			2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	
<b>PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES</b>									
<b>S.P 1.1</b> Administration and Planning	Training and Workshops for Board Members	Number of training and workshops conducted			4			3	Budget Constraints
	Service delivery enhanced	Number of board offices rehabilitated			1			1	Achieved
		Number of board Members Trained			8			8	Achieved
<b>S.P 1.2:</b> Personnel Services	Human Resource Productivity enhanced	Number staff recruited			10			-	Budget Constraints
		Number of staff trained			10			0	Budget Constraints
<b>S.P 1.3:</b> Financial Services	Reports developed	No. of reports generated.			4			4	Achieved
<b>PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES</b>									
<b>S.P 2.1:</b> Planning and Infrastructure	Tarmacking of Roads	Length of Roads Tarmacked			10km			3.7km	Ongoing
	Maintenance of Municipal Roads	Length of Road maintenance done			10km			0	Budget Constraints
	Construction of parking lots	Number of parking lots constructed			1			0	Budget constraints
	Rehabilitation of County Offices	Number of board offices rehabilitated			1			1	Achieved
	Construction of Office	No. of Offices constructed			1			0	Budget Constraints
	Rehabilitation of County Council Residence	No. of houses Rehabilitated			50			0	Budget Constraints
	Development of IDEP	No. of IDEP developed and adopted			1			1	Achieved
	Construction of fire station	No. of station constructed			1			0	Budget Constraints

Programme	Key Outputs	Key Performance Indicators	Planned Target			Achieved Target			Remarks
			2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	
	Installation of Fire Hydrants	No. hydrants installed			2			0	Budget constraints
	Development plan(s) Towards Declaration of Naivasha South Lake a special Planning zone	Gazettement of the area as a Special Planning zone			1			0	Budget Constraints
	Development of Capital investment Plan	Capital Investment Plan Developed			1			0	Budget Constraints
	Installation of Street Lights	No of Street lights installed			10			0	Budget Constraints
<b>S.P 2.2:</b> Environmental Management and Sanitation	Development of Integrated Solid Waste Management Plan	Integrated Solid Waste Management Plan developed			1			1	Draft ISWMP Available
	Procurement of waste skip	Waste skip procured			3			0	Budget Constraints
	Expanding urban green space	No. of tree seeding planted			2000			0	Budget Constraints
		No. public parks rehabilitation			1			0	Budget Constraints
	Education & awareness on urban environment	No. of awareness forums held			2			0	Covid -19 Restrictions
	commemoration of National & international environment days'	No. of environmental events marked			3			0	Covid – 19 Restrictions
<b>S.P 2.3:</b> Naivasha Social Services	Public Participation (Citizen Forum)	Number of public participation meeting held			4			0	Covid- 19 Restrictions
	Management of street families	No. of assessments & placements done			2			0	Budget Constraints
		No. of dropping centers identifies			1			0	Budget Constraints
	Social facilities Construction	No. of social halls constructed			1			0	Budget Constraints

Programme	Key Outputs	Key Performance Indicators	Planned Target			Achieved Target			Remarks
			2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	
	Equipping Social facilities	No. Social facilities equipped			1			0	Budget Constraints
<b>S.P 2.4:</b> Tourism, Investment and Trade	Construction of Markets	Number of markets constructed			1			1	Ongoing

## 2.2 Expenditure Analysis

### 2.2.1 Analysis of Programme expenditures

**Table 2: Programme/Sub-Programme Expenditure Analysis**

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	APPROVED BUDGET			ACTUAL EXPENDITURE		
	2017/2018	2018/19	2019/20	2017/18	2018/2019	2019/20
<b>PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES</b>						
SP 1.1: Administrative Services	-	-	5,690,000			2,515,000
SP 1.2: Personnel Services			2,319,802			
SP 1.3: Financial Services			600,000			
<b>Total Expenditure Programme 1</b>			<b>8,609,802</b>			<b>2,515,000</b>
<b>PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES</b>						
S.P 2.1: Planning and Infrastructure			180,721,952			9,362,168
S.P 2.2: Environmental Management and Sanitation			84,400,000			
S.P 2.3: Naivasha Social Services						
S.P 2.4: Tourism, Investment and Trade			100,400,000			
<b>Total Expenditure Programme 2</b>			<b>365,521,952</b>			<b>9,362.168</b>
<b>Total expenditure</b>			<b>374,131,754</b>			<b>11,877,168</b>

## 2.2.2 Analysis of Programme Expenditures by Economic Classification

**Table 3: Programme Expenditure Analysis by Economic Classification**

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	APPROVED BUDGET			ACTUAL EXPENDITURE		
	2017/2018	2018/2020	2019/20	2017/18	2018/2019	2019/2020
<b>Programme 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES</b>						
<b>SP 1.1 Administration and Planning</b>						
<b>Current Expenditure</b>						
Compensation to Employees						
Use of goods and services			2,319,802			-
Current Transfers Govt. Agencies			7,000,000			2,515,000
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition of Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>Sub Total SP 1.1</b>	-	-	<b>9,319,802</b>	-	-	<b>2,515,000</b>
<b>S.P 1.2 Personnel Services</b>						
<b>Current Expenditure</b>						
Compensation to Employees						
Use of goods and services						
Current Transfers Govt. Agencies						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition of Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>Sub Total SP 1:2</b>	-	-	-	-	-	-
<b>S.P 1.3 Financial Services</b>						
<b>Current Expenditure</b>						
Compensation to Employees						
Use of goods and Services						
Current Transfers to Govt. Agencies						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition of Non-financial Assets						



ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	APPROVED BUDGET			ACTUAL EXPENDITURE		
	2017/2018	2018/2020	2019/20	2017/18	2018/2019	2019/2020
Capital transfers to Govt. Agencies						
Other Development						
<b>Sub Total SP 1:3</b>	-	-	-	-	-	-
<b>Total Expenditure Programme 1</b>	-	-	9,319,802	-	-	2,515,000
<b>Programme 2: NAIVASHA MUNICIPAL SERVICES</b>						
<b>S.P 2.1 Planning and Infrastructure</b>						
<b>Current Expenditure</b>						
Compensation to Employees						
Use of goods and services			500,000			-
Current Transfers Govt. Agencies			20,236,452			9,362,168
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition of Non-Financial Assets						
Capital Transfers to Govt. Agencies			344,075,500			-
Other Development						
<b>Sub Total SP 2:1</b>	-	-	364,811,952	-	-	9,362,168
<b>S.P 2.2 Environmental Management and Sanitation</b>						
<b>Current Expenditure</b>						
Compensation to Employees						
Use of goods and services						
Current Transfers Govt. Agencies						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition of Non-financial Assets						
Capital Transfers to Govt .Agencies						
Other Development						
<b>Sub Total SP 2:2</b>	-	-	-	-	-	-
<b>S.P 2.3 Naivasha Social Services</b>						
<b>Current Expenditure</b>						
Compensation to Employees						
Use of goods and services						
Current Transfers Govt. Agencies						
Other Recurrent						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	APPROVED BUDGET			ACTUAL EXPENDITURE		
	2017/2018	2018/2020	2019/20	2017/18	2018/2019	2019/2020
<b>Capital Expenditure</b>						
Acquisition of Non-financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>Sub Total SP 2:3</b>	-	-	-	-	-	-
<b>SP 2.4: Tourism, Investment and Trade</b>						
<b>Current Expenditure</b>						
Compensation to Employees						
Use of goods and services						
Current Transfers Govt. Agencies						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition of Non-financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>Sub Total SP 2:4</b>	-	-	-	-	-	-
<b>Total Programme 2</b>	-	-	364,811,952	-	-	9,362,168
<b>Total Budget</b>	-	-	374,131,754	-	-	11,877,168

### 2.3 Review of Pending Bills

The board has not accumulated any recurrent or development pending bills for the period under review.

## CHAPTER THREE

### 3.0 MEDIUM TERM PRIORITIES AND FINANCIAL PLAN FOR THE MTEF PERIOD 2021/22 – 2023/24

#### 3.1 Prioritization of Programmes and Sub-Programmes

The sub sector has various programmes with focus on the sub-programmes to perform based on the priorities as listed below;-

Programme	Sub Program
<b>Program 1: Administration, Planning and Support Services</b>	SP 1.1 Administration and Planning
	SP 1.2 Personnel Services
	SP 1.3 Financial Services
<b>Program 2: Naivasha Municipal Services</b>	SP 2.1 Planning and Infrastructure
	SP 2.2 Environmental Management & Sanitation
	SP 2.3 Naivasha Social Services
	SP 2.4 Tourism, Investment and Trade

#### 3.1.1 Programmes and their Objectives

Projects/ Programs	Objectives
<b>Administration</b>	Effective planning and management of affairs of the municipality
<b>Naivasha Municipal Services</b>	Pursue development opportunities available, provide high standards of social services and foster economic, social and environmental wellbeing

### 3.1.2 Programmes, Sub Programmes Expected Outcomes, Outputs and Key Performance Indicators

**Table 4: Programmes, Sub-Programmes, Expected Outcomes, Outputs and Key Performance Indicators for the Sector.**

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2019/20	Actual Achievement 2019/2020	Baseline 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
<b>PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES</b>									
<b>S.P 1.1</b> Administration and Planning	Municipal Manager	Training and Workshops for Board Members	Number of training and workshops conducted	3	3	4	4	4	4
		Service delivery enhanced	Number of board offices rehabilitated	1	1	2	1	1	1
			Number of board Members Trained	8	8	8	8	8	8
<b>S.P 1.2:</b> Personnel Services	Municipal Manager	Human Resource Productivity enhanced	Number staff recruited	8	-	8	10	10	10
			Number of staff trained	11	-	8	11	10	10
<b>S.P 1.3:</b> Financial Services	Municipal Manager	Financial Reports developed	No. of financial reports generated	4	4	4	4	4	4
<b>PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES</b>									
<b>S.P 2.1:</b> Planning and Infrastructure	Municipal Manager	Tarmacking of Roads	Length of roads tarmacked	10km	3.7km	10km	3.7km	3.7km	2.6
		Maintenance of Municipal Roads	Length of roads maintained	10km	0	10km	10km	-	-

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2019/20	Actual Achievement 2019/2020	Baseline 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
		Construction of parking lots	Number of parking lots constructed	1	0	1	2	3	4
		Rehabilitation of County Offices	Number of board offices rehabilitated	1	0	1	-	-	-
		Construction of Office blocks for the Municipal Board	No. of Offices constructed	-	-	-	1		
		Rehabilitation of County housing estates	No. of houses Rehabilitated	50	-	50	100	150	200
		Construction of a modern fire station	No. of fire station constructed	0	-	-	1		
		Installation of Fire Hydrants	No. of hydrants installed	0	-	-	2	6	8
		Installation of Street Lights	No of Street lights installed	10	-	10	15	20	20
		Development of Integrated Development Plan	IDP developed and adopted	1	1	1	-	-	-
		IDeP Annual progress report	No. of IDeP annual progress reports generated	-	-	1	1	1	1

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2019/20	Actual Achievement 2019/2020	Baseline 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
		Development of Capital investment Plan	Capital Investment Plan Developed	1	-	1	1		
		Public Participation (Citizen Forum) on development plans	Number of public participation meeting held	4	-		4	4	4
<b>S.P 2.2:</b> Environmental Management and Sanitation	Municipal Manager	Development of Integrated Solid Waste Management Plan	Integrated Solid Waste Management Plan developed	1	1	1	-	-	-
		Review of Integrated Solid Waste Management Plan	Integrated Solid Waste Management Plan reviewed	1	-	-	Continuous	Continuous	Continuous
		Procurement and installation of waste skip	No of Waste skips procured and installed	-	-	-	3	4	3
		Expanding urban green space	No. of tree seedling planted	2000	-	2,000	4000	6000	8000
			No. public parks rehabilitated	1	-	-	1		

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2019/20	Actual Achievement 2019/2020	Baseline 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
		Education & awareness on urban environment	No. of awareness forums held	2	-	2	3	4	2
		Commemoration of National & International Environment days'	No. of environmental events marked	3	-	3	3	3	3
		Rehabilitation of water and sewerage reticulation system	Rate of water and sewerage reticulation system rehabilitated	-	-	-	20%	35%	55%
		Public Participation (Citizen Forum)	Number of public participation meeting held	4	-	-	4	4	4
<b>S.P 2.3:</b> Naivasha Social Services	Municipal Manager	Equipping Social facilities	No. Social facilities equipped	0	-	-	1	2	2
		Management of street families	No. of assessments & placements done	2	-	-	2	2	2
			No. of dropping centers established	1	-	-	2	3	3
		Social facilities Construction	No. of social halls constructed	0	-	-	2	2	2

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2019/20	Actual Achievement 2019/2020	Baseline 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
<b>S.P 2.4:</b> Tourism, Investment and Trade	Municipal Manager	Construction of Markets	Number of markets constructed	1	-	-	2	3	2
		Development of a plan towards Declaration of Naivasha South Lake a special Economic zone	Declaration plan developed	-	-	-	1	-	-
			Gazettement of the Special Economic zone	-	-	-	1	-	-



### 3.1.3 Programmes by Order of Ranking

Programme 1: Administration, Planning and Support

Programme 2: Naivasha Municipal Services

### 3.2 Analysis of Resource Requirement versus allocation by Sector:

#### 3.2.1 Sub Sector Recurrent

Table 5 below show the provisional ceilings provided to the Board against the resources required by the Board.

**Table 5a: Analysis of Resource Requirement versus Allocation – Recurrent**

ANALYSIS OF RECURRENT RESOURCE REQUIREMENT VS ALLOCATION									
Sector Name		Approved	REQUIREMENT				ALLOCATION		
		2020/21	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24	
<b>Vote and Vote Details</b>	<b>Economic Classification</b>								
<b>4578</b>	Compensation Of Employees	2,319,802	13,551,782	14,906,960	16,397,656	2,343,300	2,577,630	2,835,393	
	Use Of Goods And Services	9,050,000	56,056,000	61,661,600	67,827,760	40,520,000	44,572,000	49,029,200	
	Grants And Other Transfers	11,057,704							
	Other Recurrent	1,450,000							
<b>TOTAL</b>		<b>22,427,506</b>	<b>69,607,782</b>	<b>76,568,560</b>	<b>84,225,416</b>	<b>42,863,300</b>	<b>47,149,630</b>	<b>51,864,593</b>	

### 3.2.2 Sub Sector Development

**Table 5b: Analysis of Resource Requirement versus Allocation – Development**

ANALYSIS OF DEVELOPMENT RESOURCE REQUIREMENT VS ALLOCATION								
		Approved	REQUIREMENT			ALLOCATION		
Sector Name		2019/20	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
<b>Vote and Vote Details</b>	<b>Description</b>							
	Acquisition Of Non-Financial Assets		454,080,000	499,488,000	549,436,800	51,600,910	56,761,001	62,437,101
	Capital Grants To Governmental Agencies	246,096,145						
	Other Development							
<b>TOTAL</b>		<b>246,096,145</b>	<b>454,080,000</b>	<b>499,488,000</b>	<b>549,436,800</b>	<b>51,600,910</b>	<b>56,761,001</b>	<b>62,437,101</b>

### 3.2.3 Programmes and Sub-Programmes Resource Requirement (2021/22 – 2023/24)

**Table 6a: Analysis of Resource Requirement by Programmes and Sub-Programmes**

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE REQUIREMENT (AMOUNT KSH MILLIONS)									
	2021/22			2022/23			2023/24		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
<b>PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES</b>									
Sub-Programme 1.1: <b>Administrative Services</b>	27,000,000		27,000,000	29,700,000		29,700,000	32,670,000		32,670,000
Sub-Programme 1.2: <b>Personnel Services</b>	13,551,782		13,551,782	14,906,960		14,906,960	16,397,656		16,397,656
Sub-Programme 1.3: <b>Financial Services</b>	1,000,000		1,000,000	1,100,000		1,100,000	1,210,000		1,210,000
<b>TOTAL PROGRAMME 1</b>	<b>41,551,782</b>		<b>41,551,782</b>	<b>45,706,960</b>		<b>45,706,960</b>	<b>50,277,656</b>		<b>50,277,656</b>
<b>PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES</b>									
Sub-Programme 2.1: Planning and Infrastructure	9,000,000	350,000,000	359,000,000	9,900,000	385,000,000	394,900,000	10,890,000	434,390,000	445,280,000
Sub-Programme 2.2: Environmental Management and sanitation	7,056,000	50,000,000	57,056,000	7,761,600	55,000,000	62,761,600	8,537,760	69,037,760	77,575,520

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE REQUIREMENT (AMOUNT KSH MILLIONS)									
	2021/22			2022/23			2023/24		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
Sub-Programme 2.3: Naivasha social services	5,000,000	30,000,000	35,000,000	5,500,000	33,000,000	38,500,000	6,050,000	42,350,000	48,400,000
Sub-Programme 2.4: Tourism, Investment and Trade	7,000,000	24,080,000	31,080,000	7,700,000	26,488,000	34,188,000	8,470,000	37,606,800	46,076,800
<b>TOTAL PROGRAMME 2</b>	<b>28,056,000</b>	<b>454,080,000</b>	<b>482,136,000</b>	<b>30,861,600</b>	<b>499,488,000</b>	<b>530,349,600</b>	<b>33,947,760</b>	<b>583,384,560</b>	<b>617,332,320</b>
<b>TOTAL VOTE</b>	<b>69,607,782</b>	<b>454,080,000</b>	<b>523,687,782</b>	<b>76,568,560</b>	<b>499,488,000</b>	<b>576,056,560</b>	<b>84,225,416</b>	<b>583,384,560</b>	<b>667,609,976</b>

### 3.2.4 Programmes and Sub-Programmes Resource Allocation (2021/22 – 2023/24)

Table 6b: Analysis of Resource Requirement by Programmes and Sub-Programmes

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE ALLOCATION (AMOUNT KSH MILLIONS)									
	2021/22			2022/23			2023/24		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
<b>PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES</b>									
Sub-Programme 1.1: <b>Administrative Services</b>	25,000,000		25,020,000	27,522,000		27,522,000	30,274,200		30,274,200
Sub-Programme 1 2: <b>Personnel Services</b>	2,343,000		2,343,000	2,577,300		2,577,300	2,835,030		2,835,030
Sub-Programme 1 3: <b>Financial Services</b>	500,000		500,000	550,000		550,000	605,000		605,000
<b>TOTAL PROGRAMME 1</b>	<b>27,843,000</b>		<b>27,863,000</b>	<b>30,649,300</b>		<b>30,649,300</b>	<b>33,714,230</b>		<b>33,714,230</b>
<b>PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES</b>									
Sub-Programme 2.1: Planning and Infrastructure	8,343,000	51,600,910	59,943,910	9,177,300	56,761,001	65,938,301	10,095,030	72,532,131	82,627,161
Sub-Programme 2.2: Environmental Management and sanitation	3,500,000		3,500,000	3,850,000		3,850,000	4,235,000		4,235,000
Sub-Programme 2.3: Naivasha Social Services	1,500,000		1,500,000	1,650,000		1,650,000	1,815,000		1,815,000
Sub-Programme 2.4: Tourism, Investment and Trade	1,657,000		1,657,000	1,822,700		1,822,700	2,004,970		2,004,970
<b>TOTAL PROGRAMME 2</b>	<b>15,000,000</b>	<b>51,600,910</b>	<b>66,600,910</b>	<b>16,500,000</b>	<b>56,761,001</b>	<b>73,261,001</b>	<b>18,150,000</b>	<b>80,587,101</b>	<b>98,737,101</b>
<b>TOTAL VOTE</b>	<b>42,843,000</b>	<b>51,600,910</b>	<b>94,443,910</b>	<b>47,149,300</b>	<b>56,761,001</b>	<b>103,910,301</b>	<b>51,864,230</b>	<b>80,587,101</b>	<b>132,451,331</b>

### 3.2.5 Programmes and Sub-Programmes Economic Classification.

**Table 7: Programme and Sub-Programmes Allocation by Economic Classification**

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	REQUIREMENT			ALLOCATION		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
<b>PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees	13,551,782	14,906,960	16,397,656	2,343,000	2,577,300	2,835,030
Use Of Goods And Services	28,000,000	30,800,000	33,880,000	25,520,000	28,072,000	30,879,200
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets						
Capital Grants To Governmental Agencies						
Other Development						
<b>TOTAL PROGRAMME 1</b>	<b>41,551,782</b>	<b>45,706,960</b>	<b>50,277,656</b>	<b>27,863,000</b>	<b>30,649,300</b>	<b>33,714,230</b>
<b>SP 1.1: Administration Services</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees						
Use Of Goods And Services	27,000,000	29,700,000	32,670,000	25,000,000	27,500,000	30,250,000
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets						
Capital Grants To Governmental Agencies						
Other Development						
<b>SUB TOTAL SP 1.1</b>	<b>27,000,000</b>	<b>29,700,000</b>	<b>32,670,000</b>	<b>25,000,000</b>	<b>27,500,000</b>	<b>30,250,000</b>
<b>SP 1.2: Personnel services</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees	13,551,782	14,906,960	16,397,656	2,343,000	2,577,300	2,835,030
Use Of Goods And Services						
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets						
Capital Grants To Governmental Agencies						
Other Development						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	REQUIREMENT			ALLOCATION		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
<b>SUB TOTAL SP 1.2</b>	<b>13,551,782</b>	<b>14,906,960</b>	<b>16,397,656</b>	<b>2,343,000</b>	<b>2,577,300</b>	<b>2,835,030</b>
<b>SP 1.3: Financial Services</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees						
Use Of Goods And Services	1,000,000	1,100,000	1,210,000	520,000	572,000	629,200
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets						
Capital Grants To Governmental Agencies						
Other Development						
<b>SUB TOTAL SP 1.3</b>	<b>1,000,000</b>	<b>1,100,000</b>	<b>1,210,000</b>	<b>520,000</b>	<b>572,000</b>	<b>629,200</b>
<b>TOTAL PROGRAMME 1</b>	<b>41,551,782</b>	<b>45,706,960</b>	<b>50,277,656</b>	<b>27,863,000</b>	<b>30,649,300</b>	<b>33,714,230</b>
<b>PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees						
Use Of Goods And Services	28,056,000	30,861,600	33,947,760	15,000,000	16,500,000	18,150,000
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets	454,080,000	499,488,000	549,436,800	51,600,910	56,761,001	62,437,101.10
Capital Grants To Governmental Agencies						
Other Development						
<b>TOTAL PROGRAMME 2</b>	<b>482,136,000</b>	<b>530,349,600</b>	<b>583,384,560</b>	<b>66,600,910</b>	<b>73,261,001</b>	<b>80,587,101</b>
<b>SP 2.1: Planning and Infrastructure</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees						
Use Of Goods And Services	9,000,000	9,900,000	10,890,000	8,343,000	9,177,300	10,095,030
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets	350,000,000	385,000,000	423,500,000	30,000,000	33,000,000	36,300,000
Capital Grants To Governmental Agencies						
Other Development						
<b>SUB TOTAL SP 2.1</b>	<b>359,000,000</b>	<b>394,900,000</b>	<b>434,390,000</b>	<b>38,343,000</b>	<b>42,177,300</b>	<b>46,395,030</b>

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	REQUIREMENT			ALLOCATION		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
<b>SP 2.2: Environmental Management and sanitation</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees						
Use Of Goods And Services	7,056,000	7,761,600	8,537,760	3,500,000	3,850,000	4,235,000
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets	50,000,000	55,000,000	60,500,000	7,000,000	7,700,000	8,470,000
Capital Grants To Governmental Agencies						
Other Development						
<b>SUB TOTAL SP 2.2</b>	<b>57,056,000</b>	<b>62,761,600</b>	<b>69,037,760</b>	<b>10,500,000</b>	<b>11,550,000</b>	<b>12,705,000</b>
<b>SP 2.3: Naivasha Social services</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees						
Use Of Goods And Services	5,000,000	5,500,000	6,050,000	1,500,000	1,650,000	1,815,000
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets	30,000,000	33,000,000	36,300,000	5,000,000	5,500,000	6,050,000
Capital Grants To Governmental Agencies						
Other Development						
<b>SUB TOTAL SP 2.3</b>	<b>35,000,000</b>	<b>38,500,000</b>	<b>42,350,000</b>	<b>6,500,000</b>	<b>7,150,000</b>	<b>7,865,000</b>
<b>SP 2.4: Tourism, Investment and Trade</b>						
<b>Current Expenditure:</b>						
Compensation Of Employees						
Use Of Goods And Services	7,000,000	7,700,000	8,470,000	1,657,000	1,822,700	2,004,970
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets	24,080,000	26,488,000	29,136,800	9,600,910	10,561,001	11,617,101
Capital Grants To Governmental Agencies						
Other Development						
<b>SUB TOTAL SP 2.4</b>	<b>31,080,000</b>	<b>34,188,000</b>	<b>37,606,800</b>	<b>11,257,910</b>	<b>12,383,701</b>	<b>13,622,071</b>
<b>TOTAL PROGRAMME 2</b>	<b>482,136,000</b>	<b>530,349,600</b>	<b>583,384,560</b>	<b>66,600,910</b>	<b>73,261,001</b>	<b>80,587,101</b>
<b>TOTAL VOTE</b>	<b>513,216,000</b>	<b>564,537,600</b>	<b>620,991,360</b>	<b>94,463,910</b>	<b>103,910,301</b>	<b>114,301,331</b>

### **3.3 Resource Allocation Criteria.**

While allocation resources, the Board considered its mandates which are contained in the Charter while looking at priority areas in the next 2 years.

## CHAPTER FOUR

### 4.0 CROSS-SECTOR LINKAGES

In carrying out the functions under its mandate the sub sector will contribute to the attainment of goals in areas that fall under other sectors. The key areas are as outlined below:

SECTOR	LINKAGE
PAIR	<ul style="list-style-type: none"> <li>• Preparation of bills to be enacted in the County Assembly</li> <li>• Framework on resource utilization</li> <li>• Enhance revenue collection.</li> <li>• Enacting the Policy Document defining the functions of the Municipality</li> </ul>
Agriculture & Urban Development	<ul style="list-style-type: none"> <li>• Provide technical advice on Acquisition of land for various purposes</li> </ul>
Energy, Physical Infrastructure and ICT	<ul style="list-style-type: none"> <li>• Providing way leaves and road crossing for water and sanitation services to cater for the urbanization and increased housing.</li> <li>• Disseminate information related to the sub sector</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Enforcing public health and safety regulations</li> <li>• Advice on sanitation matters</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Providing bursaries for students in the Municipal's jurisdiction</li> </ul>
Social Protection and culture	<ul style="list-style-type: none"> <li>• Provide avenues for awareness creation</li> <li>• Promote economic activities amongst the youth, women and marginalized groups</li> </ul>
General Economic and Commercial Affairs	<ul style="list-style-type: none"> <li>• Provision of guidelines and raw material to industries and clean and healthy working environment to support provision of goods and services</li> <li>• Promote ecotourism.</li> </ul>
Environment Protection, Water and Natural Resources	<ul style="list-style-type: none"> <li>• Ensure clean environment that facilitates quality natural recreation areas/sites</li> </ul>



## CHAPTER FIVE

### 5.0 EMERGING ISSUES AND CHALLENGES

#### 5.1 Emerging Issues

Some of the emerging issues in the sub sector include:-

- a) A framework is yet to be enacted which stipulates how resources will be divided between the Board and the County Government.
- b) Transfer of functions from the departments to the Board is yet to be carried out.
- c) The development of a Dry port and inland container depot is expected to boost the Economy of Naivasha Municipality.

#### 5.2 Challenges

Currently, the Naivasha Municipality is faced with the following challenges: -

- a) There is no policy direction outlining the functions of the Municipality from those of other Departments thus might lead to a lot of duplication of functions performed by other sectors/sub sectors.
- b) Lack of adequate human resource to manage the affairs of the Municipality effectively.
- c) Lack of training and induction for Board members on Budget processes and documents.
- d) Financial constraints that hinder the effective implementation of the Municipality's mandates.
- e) Lack of means of transport for the Board thus hindering movement.
- f) Inadequate office space for the members of the Board and the staff seconded to the Board.

## CHAPTER SIX

### 6.0 CONCLUSION

In conclusion, the sub sector of Naivasha Municipality is committed to pursuing development opportunities available, provide high standards of social services and foster economic, social and environmental wellbeing. The County Treasury when setting the expenditure ceilings should consider the critical Programmes for the sub sector and the priorities of the Municipality so as to avail enough funds. The Sub Sector endeavors to work closely with other sub sectors and external partners in resource mobilization towards bridging the gaps.

## CHAPTER SEVEN

### 7.0 RECOMMENDATIONS

The following are the recommendations for the Municipality of Naivasha:

- a) The County Executive should come up with a Policy Document that delineates the operations of the Board from other County Departments to avoid friction between the Board and other Departments.
- b) The County Assembly should enact a framework for division of resources.
- c) Increase budget allocation from the County Treasury to bridge the existing gap.
- d) Strengthen inter-sectorial collaborations and partner coordination
- e) Capacity building of existing staff and recruitment of additional staff.

## REFERENCES

1. Constitution of Kenya 2010
2. Vision 2030
3. County Budget Review and Outlook Paper 2020
4. Public Financial Management Act 2012
5. Urban Areas and Cities Act 2011
6. Naivasha Municipal Charter
7. County Approved Budget FY 2020/2021
8. Supplementary Budgets FY2019/2020

## APPENDIX 1

### ANALYSIS OF PERFORMANCE OF CAPITAL PROJECTS (FY2019/2020)

PROJECT DESCRIPTION	LOCATION	CONTRACT DATE	COMPLETION DATE	ESTIMATED COST TO COMPLETION	CUMULATIVE BUDGET ALLOCATION	COMPLETION STAGE (%)	SPECIFIC NEEDS TO BE ADDRESSED BY THE PROJECT
<b>PROGRAMME: NAIVASHA MUNICIPAL SERVICES</b>							
KUSP(UDG)	HQ	-	-	246,095,145	246,095,145	-	Improvement of infrastructure within Naivasha municipality
<b>TOTAL</b>				<b>246,095,145</b>	<b>246,095,145</b>		

**Note:** The projects have not been awarded.

## APPENDIX 2

### ANALYSIS OF PERFORMANCE OF CAPITAL PROJECTS (FY2013/14 – 2019/2020) CURRENTLY IN THE FY2019/20 BUDGET

PROJECT DESCRIPTION	LOCATION	CONTRACT DATE	ESTIMATED COST TO COMPLETION	CUMULATIVE BUDGET ALLOCATION	ACTUAL PAYMENT TO DATE	COMPLETION STAGE (%)	SPECIFIC NEEDS TO BE ADDRESSED BY THE PROJECT	PROJECT STATUS (ONGOING/ ABANDONED)
<b>PROGRAMME: NAIVASHA MUNICIPAL SERVICES</b>								
KUSP(UDG)	HQ	-	-	246,095,145	-	-	-	-
<b>TOTAL</b>				<b>246,095,145</b>				