



COUNTY GOVERNMENT OF NAKURU

PUBLIC ADMINISTRATION, NATIONAL INTERNATIONAL RELATIONS SECTOR

NAIVASHA MUNICIPALITY

SECTOR REPORT

MTEF 2022/2023 – 2024/2025

NOVEMBER 2021

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ABBREVIATIONS/ACRONYMS

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

EXECUTIVE SUMMARY

This report has been prepared in line with the County Treasury budget Circular No. 1 of 2021 on Guidelines for Preparation Of Medium-Term Budget For Period 2022/23-2024/25 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 has been appointed. 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 2018/2019-2020/2021. 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. 12,719,881 under recurrent expenditure. Development expenditure was not utilized fully as construction of market phase II is ongoing and has not been invoiced so far. Specific activities include; Training and organizing workshops for Board Members, Rehabilitated board offices, tarmacked 3.7KM of roads, Developed and adopted IDEP and Construction of a market

Chapter three gives the medium-term priorities and financial plan for the MTEF period 2022/23 – 2024/25. For the FY2022/2023 the Board requires Ksh. 566.7m to effectively undertake its mandate. The requirement includes Ksh. 56.7m for recurrent expenditure and Ksh. 510.0m for development. The Board has however

been allocated Ksh.98m being Ksh. 48m and Ksh. 50m for recurrent and development respectively. This represents a deficit of Ksh. 468.7m. The key priorities in the next period include; Increase the number training and workshops conducted, Recruit 71 officers in order to enhance Human Resource Productivity, Tarmacking of 10KM of Roads, 20 KM Roads and storm water drainage in Naivasha Municipality, Construction of 200 parking lots , Construct 17KM Non-Motorized Transport Facilities, Installation 55 number of Street Lights, Expanding urban green space by planting over 10,000 trees (Kenyatta garden rehabilitation), Procurement of two no. skip loader and 10 No. skips and Construction of fire station

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 that the 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 Programs for the sub sector and the priorities of the Municipality so as to avail enough funds. The sub sector recommends that, 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, The County Assembly should enact a framework for division of resources, Increase budget allocation from the County Treasury to bridge the existing gap and Strengthen inter-sectorial collaborations and partner coordination.

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.

Naivasha is a market town North West of Nairobi on the shore of Lake Naivasha. It is located at 0° 43' 0" S, 36° 26' 0" E which is 2084m above sea level. Naivasha is 76 km from Nairobi, 63 km from Nakuru and 516 km from Mombasa. The original name of Naivasha was from the Maasai; "Nai'posha" which means "Rough Water". It was used to refer to the frequent storms that would frequent Lake Naivasha. The name 'Naivasha' therefore is colonial misinterpretation of 'Nai'posha.' The area around the town was one of the first to be settled by white people and one of the hunting grounds of the hedonistic 'Happy Valley' set. In fact, Delamere Estates, originally owned by the eccentric Lord Delamere, surrounds the town. The town has a total population of 198,444 (2019 census). The main industry is agriculture, especially floriculture.

The boundaries of the Municipal Board of Naivasha covers Wards in Naivasha Sub County namely 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 Public Administration and International/ National Relations Sector which is comprised of eight other Sub Sector's namely Office of the Governor and Deputy Governor, Finance and Economic Planning, Public Service Training and Devolution, Office of the County Attorney, Nakuru County Revenue Authority County Assembly, County Public Service Board and Nakuru Municipality.

The Sub Sector has 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 fully constituted and is a corporate body with perpetual succession and a common seal. The Municipal Manager is appointed for a six year period which is renewable. The overall goal of the sub sector is to provide for efficient and accountable management of the affairs of the Municipality.

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 Programs.
- (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"> - Providing funding - Guidance on Expenditure - Participate in Public/Private Partnership
Line Ministries	<ul style="list-style-type: none"> - Provide technical advice - Cooperation
General Public	<ul style="list-style-type: none"> - Participate in budget preparation process - Highlight the projects to be undertaken - Carry out social intelligence audit
State Agencies and Departments	<ul style="list-style-type: none"> - Policy guidelines - Technical advice - Partnership

STAKEHOLDER	ROLE
Private Sector/media /civil society	<ul style="list-style-type: none"> - Participate in public private partnership - Increase public awareness - Participate/guidance in drafting policies
County Assembly	<ul style="list-style-type: none"> - Enactment of Bills - Approval of Budget

CHAPTER TWO

2.0 PROGRAMME PERFORMANCE REVIEW FOR THE MTEF PERIOD 2018/19-2020/21

This Chapter outlines the objectives, planned targets and the targets achieved during the above-named period. The board did not exist in the FY 2018/2019. In the other two years 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. 12,719,881 under recurrent expenditure. Development expenditure was not utilized fully as construction of market phase II is ongoing and has not been invoiced so far.

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

Table 1: Sector Programme Performance Reviews

Programme	Key Outputs	Key Performance Indicators	Planned Target			Achieved Target			Remarks
			2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	
PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES									
S.P 1.1 Administration and Planning	Training and Workshops for Board Members	Number of training and workshops conducted		4	4		3	3	Budget Constraints
	Service delivery enhanced	Number of board offices rehabilitated		1	1		1	1	Achieved
		Number of board Members Trained		8	8		8	-	Achieved
S.P 1.2: Personnel Services	Human Resource Productivity enhanced	Number staff recruited		10	10		-	-	Budget Constraints
		Number of staff trained		10	10		-	0	Budget Constraints
S.P 1.3: Financial Services	Reports developed	No. of reports generated.		4	4		-	4	Achieved
PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES									
S.P 2.1: Planning and Infrastructure	Tarmacking of Roads	Length of Roads Tarmacked		10km	10km		3.7km	0	Ongoing
	Maintenance of Municipal Roads	Length of Road maintenance done		10km	10km		0	0	Budget Constraints
	Construction of parking lots	Number of parking lots constructed		1	1		0	0	Budget constraints
	Rehabilitation of County Offices	Number of board offices rehabilitated		1	0		1	0	Achieved
	Construction of Office	No. of Offices constructed		1	0		0	0	Budget Constraints
	Rehabilitation of County Council Residence	No. of houses Rehabilitated		50	50		0	0	Budget Constraints
	Development of IDEP	No. of IDEP developed and adopted		1	1		1	1	Achieved
	Construction of fire station	No. of station constructed		1	1		0	0	Budget Constraints
	Installation of Fire Hydrants	No. hydrants installed		2	2		0	0	Budget constraints

Programme	Key Outputs	Key Performance Indicators	Planned Target			Achieved Target			Remarks
			2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	
	Development plan(s) Towards Declaration of Naivasha South Lake a special Planning zone	Gazettement of the area as a Special Planning zone		1	1		0	0	Budget Constraints
	Development of Capital investment Plan	Capital Investment Plan Developed		1	1		0	0	Budget Constraints
	Installation of Street Lights	No of Street lights installed		10	10		0	0	Budget Constraints
S.P 2.2: Environmental Management and Sanitation	Development of Integrated Solid Waste Management Plan	Integrated Solid Waste Management Plan developed		1	1		1	1	Draft ISWMP Available
	Procurement of waste skip	Waste skip procured		3	3		0	0	Budget Constraints
	Expanding urban green space	No. of tree seeding planted		2000	4000		0	100	Budget Constraints
		No. public parks rehabilitation		1	1		0	0	Budget Constraints
	Education & awareness on urban environment	No. of awareness forums held		2	2		0	0	Covid -19 Restrictions
	commemoration of National & international environment days'	No. of environmental events marked		3	3		0	0	Covid – 19 Restrictions
S.P 2.3: Naivasha Social Services	Public Participation (Citizen Forum)	Number of public participation meeting held		4	4		0	0	Covid- 19 Restrictions
	Management of street families	No. of assessments & placements done		2	2		0	0	Budget Constraints
		No. of dropping centers identifies		1	1		0	0	Budget Constraints
	Social facilities Construction	No. of social halls constructed		1	1		0	0	Budget Constraints
Equipping Social facilities	No. Social facilities equipped		1	1		0	0	Budget Constraints	

Programme	Key Outputs	Key Performance Indicators	Planned Target			Achieved Target			Remarks
			2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	
S.P 2.4: Tourism, Investment and Trade	Construction of Markets	Number of markets constructed		1	1		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		
	2018/2019	2019/20	2020/21	2018/19	2019/2020	2020/21
PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES						
SP 1.1: Administrative Services	-	5,690,000	15,057,704		2,515,000	4,441,860
SP 1.2: Personnel Services		2,319,802	7,632,621			7,338,021
SP 1.3: Financial Services		600,000	600,000			
Total Expenditure Programme 1		8,609,802	23,290,325		2,515,000	11,799,881
PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES						
S.P 2.1: Planning and Infrastructure		180,721,952	297,109,861		9,362,168	940,000
S.P 2.2: Environmental Management and Sanitation		84,400,000	900,000			
S.P 2.3: Naivasha Social Services			400,000			
S.P 2.4: Tourism, Investment and Trade		100,400,000				
Total Expenditure Programme 2		365,521,952	298,409,861		9,362,168	940,000
Total expenditure		374,131,754	321,700,186		11,877,168	12,739,881

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		
	2018/2019	2019/2020	2020/21	2018/19	2019/2020	2020/2021
Programme 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES						
SP 1.1 Administration and Planning						
Current Expenditure						
Compensation to Employees						
Use of goods and services		7,000,000	7,632,621		2,515,000	7,338,021
Current Transfers Govt. Agencies						
Other Recurrent						
Capital Expenditure						
Acquisition of Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
Sub Total SP 1.1	-	7,000,000	7,632,621	-	2,515,000	
S.P 1.2 Personnel Services						
Current Expenditure						
Compensation to Employees		2,319,802	10,615,844			4,441,860
Use of goods and services						
Current Transfers Govt. Agencies						
Other Recurrent						
Capital Expenditure						
Acquisition of Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
Sub Total SP 1:2	-	2,319,802	10,615,844	-	-	4,441,860
S.P 1.3 Financial Services						
Current Expenditure						
Compensation to Employees						
Use of goods and Services			600,000			
Current Transfers to Govt. Agencies						
Other Recurrent						
Capital Expenditure						
Acquisition of Non-financial Assets						
Capital transfers to Govt. Agencies						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	APPROVED BUDGET			ACTUAL EXPENDITURE		
	2018/2019	2019/2020	2020/21	2018/19	2019/2020	2020/2021
Other Development						
Sub Total SP 1:3	-	-	600,000	-	-	-
Total Expenditure Programme 1	-	-	23,290,325	-	-	11,779,881
Programme 2: NAIVASHA MUNICIPAL SERVICES						
S.P 2.1 Planning and Infrastructure						
Current Expenditure						
Compensation to Employees						
Use of goods and services		500,000				-
Current Transfers Govt. Agencies		20,236,452		1,000,000	9,362,168	940,000
Other Recurrent						
Capital Expenditure						
Acquisition of Non-Financial Assets						
Capital Transfers to Govt. Agencies		344,075,500	296,169,861			-
Other Development						
Sub Total SP 2:1	-	364,811,952	297,109,861	1,000,000	9,362,168	940,000
S.P 2.2 Environmental Management and Sanitation						
Current Expenditure						
Compensation to Employees						
Use of goods and services			900,000			-
Current Transfers Govt. Agencies						
Other Recurrent						
Capital Expenditure						
Acquisition of Non-financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
Sub Total SP 2:2	-	-	900,000	-	-	-
S.P 2.3 Naivasha Social Services						
Current Expenditure						
Compensation to Employees						
Use of goods and services			400,000			
Current Transfers Govt. Agencies						
Other Recurrent						
Capital Expenditure						
Acquisition of Non-financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	APPROVED BUDGET			ACTUAL EXPENDITURE		
	2018/2019	2019/2020	2020/21	2018/19	2019/2020	2020/2021
Sub Total SP 2:3	-	-	400,000	-	-	-
SP 2.4: Tourism, Investment and Trade						
Current Expenditure						
Compensation to Employees						
Use of goods and services						
Current Transfers Govt. Agencies						
Other Recurrent						
Capital Expenditure						
Acquisition of Non-financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
Sub Total SP 2:4	-	-	-	-	-	-
Total Programme 2	-	-	298,409,861	-	9,362,168	940,000
Total Budget	-	364,811,952	321,700,186	-	11,877,168	12,719,881

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 2022/23–2024/25

3.1 Prioritization of Programs and Sub-Programs

The sub sector has various programmes with focus on the sub-programmes to perform based on the priorities as listed below. Some of the key activities for next MTEF Period include; Increase the number training and workshops conducted, Recruit 71 officers in order to enhance Human Resource Productivity, Tarmacking of 10KM of Roads, 20 KM Roads and storm water drainage in Naivasha Municipality, Construction of 200 parking lots , Construct 17KM Non- Motorized Transport Facilities, Installation 55 number of Street Lights, Expanding urban green space by planting over 10,000 trees (Kenyatta garden rehabilitation), Procurement of two no. skip loader and 10 No. skips and Construction of fire station.

Programme	Sub Program
Program 1: Administration, Planning and Support Services	SP 1.1 Administration and Planning
	SP 1.2 Personnel Services
	SP 1.3 Financial Services
Program 2: Naivasha Municipal Services	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 Programs and their Objectives

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

3.1.2 Programs, Sub Programs Expected Outcomes, Outputs and Key Performance Indicators

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

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2020/21	Actual Achievement 2020/21	Baseline 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES									
S.P 1.1 Administration and Planning	Municipal Manager	Training and Workshops for Board Members	Number of training and workshops conducted	3	-	4	4	4	4
		Service delivery enhanced	Number of board offices rehabilitated	1	-	2	1	1	1
			Number of board Members Trained	8	8	8	8	8	8
S.P 1.2: Personnel Services	Municipal Manager	Human Resource Productivity enhanced	Number staff recruited	8	-	8	71	-	-
			Number of staff trained	11	-	8	71	-	-
S.P 1.3: Financial Services	Municipal Manager	Financial Reports developed	No. of financial reports generated	4	4	4	4	4	4
PROGRAMME 2: NAIVASHA MUNICIPAL SERVICES									
S.P 2.1: Planning and Infrastructure	Municipal Manager	Tarmacking of Roads	Length of roads tarmacked	10km	0	10km	3.7km	3.7km	2.6
		Roads and storm water drainage in Naivasha Municipality	Concrete channels, masonry channels	0	0	0	14km	14km	14km
		Maintenance of Municipal Roads	Length of roads maintained	10km	0	10km	10km	-	-
		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	1	-	-

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2020/21	Actual Achievement 2020/21	Baseline 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
		Construction of Office blocks for the Municipal Board	No. of Offices constructed	-	-	-	1	-	-
		Non- Motorized Transport Facilities	Construction of concrete slabs and footbridge	-	-	-	10km	4km	3km
		Construction of foot bridge	No of foot bridge	-	-	-	1	1	1
		Construction of a modern fire station	No. of fire station constructed	0	-	-	1	-	-
		Installation of Street Lights	No of street lights	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
		Development of Capital investment Plan	Capital Investment Plan Developed	1	-	1	1	1	1
		Public Participation (Citizen Forum) on development plans	Number of public participation meeting held	4	-		4	4	4
S.P 2.2: 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

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2020/21	Actual Achievement 2020/21	Baseline 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
		Procurement and installation of waste skip	No of Waste skips procured and installed	-	-	-	3	4	3
		Integrated solid waste management	Construction of transfer stations	-	-	-	1	-	-
		Expanding urban green space	No. of tree seedling planted	2000	-	2,000	4000	6000	8000
			No. public parks rehabilitated	1	-	-	1	1	-
		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
S.P 2.3: 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 2020/21	Actual Achievement 2020/21	Baseline 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
S.P 2.4: Tourism, Investment and Trade	Municipal Manager	Construction of Markets	Number of markets constructed	1	-	-	2	3	2
		Access roads to Naivasha markets	Improvement of Access roads	-	-	-	10km	10km	10km
		Rehabilitation of Bus Parks(Kinangop,Nak uru Stage)	Rehabilitation of Bus park	-	-	-	3km	3km	3km
			Gazettement of the Special Economic zone	-	-	-	1	-	-

3.1.3 Programs 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	Economic Classification	Approved	REQUIREMENT			ALLOCATION		
		2021/22	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
Vote and Vote Details								
xxx1	Current Expenditure							
	2100000 Compensation to Employees	8,433,360	9,000,000	9,900,000	10,890,000	7,502,838	8,253,122	9,078,434
	2200000 Use of Goods and Services	19,918,126	35,250,000	38,775,000	42,652,500	30,020,000	33,022,000	36,324,200
	2400000 Interest Payments							
	2600000 Current Grants and Other Transfers							
	2700000 Social Benefits	14,400	16,000	17,600	19,360	14,400	15,840	17,424
	3100000 Acquisition of Non-Financial Assets	10,100,000	12,500,000	13,750,000	15,125,000	10,500,000	11,550,000	12,705,000
	4100000 Acquisition of Financial Assets							
	4500000 Disposal of Financial Assets							
TOTAL		38,465,886	56,766,000	62,442,600	68,686,860	48,037,238	52,840,962	58,125,058

3.2.2 Sub Sector Development

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

ANALYSIS OF DEVELOPMENT RESOURCE REQUIREMENT VS ALLOCATION								
Sector Name	Description	Approved	REQUIREMENT			ALLOCATION		
		2021/22	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
Vote and Vote Details								
xxx1	Non-Financial Assets	40,000,000	60,000,000	66,000,000	72,600,000	50,000,000	55,000,000	60,500,000
	Capital Transfers Govt. Agencies	433,208,528	450,000,000	495,000,000	544,500,000			
	Other development							
TOTAL		473,208,528	510,000,000	561,000,000	617,100,000	50,000,000	55,000,000	60,500,000

3.2.3 Programs and Sub-Programs Resource Requirement (2022/23 – 2024/25)

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

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE REQUIREMENT (AMOUNT KSH MILLIONS)									
	2022/23			2023/24			2024/25		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES									
S.P 1.1: Administrative Services	29,500,000		29,500,000	32,450,000		32,450,000	35,695,000		35,695,000
S.P 1 2: Personnel Services	9,016,000		9,016,000	9,917,600		9,917,600	10,909,360		10,909,360
S.P 1 3: Financial Services	750,000		750,000	825,000		825,000	907,500		907,500
Total Expenditure Programme 1	39,266,000		39,266,000	43,192,600		43,192,600	47,511,860		47,511,860
Programme 2: Administration and Human Resource Planning									
S.P 2.1: Planning and Infrastructure	7,500,000	510,000,000	517,500,000	8,250,000	561,000,000	569,250,000	9,075,000	617,100,000	626,175,000
S.P 2.2: Environmental Management and sanitation	4,000,000		4,000,000	4,400,000		4,400,000	4,840,000		4,840,000
S.P 2.3: Naivasha social services	3,500,000		3,500,000	3,850,000		3,850,000	4,235,000		4,235,000
S.P 2.4: Tourism, Investment and Trade	2,500,000		2,500,000	2,750,000		2,750,000	3,025,000		3,025,000
Total Expenditure Programme 2	17,500,000	510,000,000	527,500,000	19,250,000	561,000,000	580,250,000	21,175,000	617,100,000	638,275,000
Total Vote..	56,766,000	510,000,000	566,766,000	62,442,600	561,000,000	623,442,600	68,686,860	617,100,000	685,786,860

3.2.4 Programs and Sub- Programs Resource Allocation (2022/23 – 2024/25)

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

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE ALLOCATION (AMOUNT KSH MILLIONS)									
	2022/23			2023/24			2024/25		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES									
S.P 1.1: Administrative Services	27,120,000		27,120,000	29,832,000		29,832,000	32,815,200		32,815,200
S.P 1 2: Personnel Services	7,517,238		7,517,238	8,268,962		8,268,962	9,095,858		9,095,858
S.P 1 3: Financial Services	600,000		600,000	660,000		660,000	726,000		726,000
Total Expenditure Programme 1	35,237,238		35,237,238	38,760,962		38,760,962	42,637,058		42,637,058
Programme 2: Administration and Human Resource Planning									
S.P 2.1: Planning and Infrastructure	5,800,000	50,000,000	55,800,000	6,380,000	55,000,000	61,380,000	7,018,000	60,500,000	67,518,000
S.P 2.2: Environmental Management and sanitation	3,000,000		3,000,000	3,300,000		3,300,000	3,630,000		3,630,000
S.P 2.3: Naivasha social services	2,500,000		2,500,000	2,750,000		2,750,000	3,025,000		3,025,000
S.P 2.4: Tourism, Investment and Trade	1,500,000		1,500,000	1,650,000		1,650,000	1,815,000		1,815,000
Total Expenditure Programme 2	12,800,000	50,000,000	62,800,000	14,080,000	55,000,000	69,080,000	15,488,000	60,500,000	75,988,000
Total Vote..	48,037,238	50,000,000	98,037,238	52,840,962	55,000,000	107,840,962	58,125,058	60,500,000	118,625,058

3.2.5 Programs and Sub-Programs Economic Classification.

Table 7: Programme and Sub-Programs Allocation by Economic Classification

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	REQUIREMENT			ALLOCATION		
	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
PROGRAMME 1: ADMINISTRATION, PLANNING AND SUPPORT SERVICES						
Current Expenditure:						
2100000 Compensation to Employees	9,000,000	9,900,000	10,890,000	7,502,838	8,253,122	9,078,434
2200000 Use of Goods and Services	19,250,000	21,175,000	23,292,500	18,220,000	20,042,000	22,046,200
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits	16,000	17,600	19,360	14,400	15,840	17,424
3100000 Acquisition of Non-Financial Assets	11,000,000	12,100,000	13,310,000	9,500,000	10,450,000	11,495,000
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
TOTAL PROGRAMME 1	39,266,000	43,192,600	47,511,860	35,237,238	38,760,962	42,637,058
S.P 1.1: Administrative Services						
Current Expenditure:						
2100000 Compensation to Employees						
2200000 Use of Goods and Services	18,500,000	20,350,000	22,385,000	17,620,000	19,382,000	21,320,200
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
3100000 Acquisition of Non-Financial Assets	11,000,000	12,100,000	13,310,000	9,500,000	10,450,000	11,495,000
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
SUB TOTAL SP 1.1	29,500,000	32,450,000	35,695,000	27,120,000	29,832,000	32,815,200
S.P 1 2: Personnel Services						
Current Expenditure:						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	REQUIREMENT			ALLOCATION		
	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
2100000 Compensation to Employees	9,000,000	9,900,000	10,890,000	7,502,838	8,253,122	9,078,434
2200000 Use of Goods and Services						
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits	16,000	17,600	19,360	14,400	15,840	17,424
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
SUB TOTAL SP1. 2	9,016,000	9,917,600	10,909,360	7,517,238	8,268,962	9,095,858
S.P 1 3: Financial Services						
Current Expenditure:						
2100000 Compensation to Employees						
2200000 Use of Goods and Services	750,000	825,000	907,500	600,000	660,000	726,000
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
SUB TOTAL SP 1.3	750,000	825,000	907,500	600,000	660,000	726,000
Programme 2: Administration and Human Resource Planning						
Current Expenditure:						
2100000 Compensation to Employees						
2200000 Use of Goods and Services	16,000,000	17,600,000	19,360,000	11,800,000	12,980,000	14,278,000
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
3100000 Acquisition of Non-Financial Assets	1,500,000	1,650,000	1,815,000	1,000,000	1,100,000	1,210,000

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	REQUIREMENT			ALLOCATION		
	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets	60,000,000	66,000,000	72,600,000	50,000,000	55,000,000	60,500,000
Capital Transfers to Govt. Agencies	450,000,000	495,000,000	544,500,000			
Other Development						
TOTAL PROGRAMME 2	527,500,000	580,250,000	638,275,000	62,800,000	69,080,000	75,988,000
S.P 2.1: Planning and Infrastructure						
Current Expenditure:						
2100000 Compensation to Employees						
2200000 Use of Goods and Services	6,000,000	6,600,000	7,260,000	4,800,000	5,280,000	5,808,000
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
3100000 Acquisition of Non-Financial Assets	1,500,000	1,650,000	1,815,000	1,000,000	1,100,000	1,210,000
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets	60,000,000	66,000,000	72,600,000	50,000,000	55,000,000	60,500,000
Capital Transfers to Govt. Agencies	450,000,000	495,000,000	544,500,000			
Other Development						
SUB TOTAL SP 2.1	517,500,000	569,250,000	626,175,000	55,800,000	61,380,000	67,518,000
S.P 2.2: Environmental Management and sanitation						
Current Expenditure:						
2100000 Compensation to Employees						
2200000 Use of Goods and Services	4,000,000	4,400,000	4,840,000	3,000,000	3,300,000	3,630,000
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
Economic Classification	REQUIREMENT			ALLOCATION		
	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
SUB TOTAL SP 2.2	4,000,000	4,400,000	4,840,000	3,000,000	3,300,000	3,630,000
S.P 2.3: Naivasha social services						
Current Expenditure:						
2100000 Compensation to Employees						
2200000 Use of Goods and Services	3,500,000	3,850,000	4,235,000	2,500,000	2,750,000	3,025,000
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
SUB TOTAL SP 2.3	3,500,000	3,850,000	4,235,000	2,500,000	2,750,000	3,025,000
S.P 2.4: Tourism, Investment and Trade						
Current Expenditure:						
2100000 Compensation to Employees						
2200000 Use of Goods and Services	2,500,000	2,750,000	3,025,000	1,500,000	1,650,000	1,815,000
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
SUB TOTAL SP 2.4	2,500,000	2,750,000	3,025,000	1,500,000	1,650,000	1,815,000
TOTAL VOTE	566,766,000	623,442,600	685,786,860	98,037,238	107,840,962	118,625,058

3.3 Resource Allocation Criteria.

While allocating 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"> • Preparation of bills to be enacted in the County Assembly • Framework on resource utilization • Enhance revenue collection. • Enacting the Policy Document defining the functions of the Municipality
9Agriculture & Urban Development	<ul style="list-style-type: none"> • Provide technical advice on Acquisition of land for various purposes
Energy, Physical Infrastructure and ICT	<ul style="list-style-type: none"> • Providing way leaves and road crossing for water and sanitation services to cater for the urbanization and increased housing. • Disseminate information related to the sub sector
Health	<ul style="list-style-type: none"> • Enforcing public health and safety regulations • Advice on sanitation matters
Education	<ul style="list-style-type: none"> • Providing bursaries for students in the Municipal's jurisdiction
Social Protection and culture	<ul style="list-style-type: none"> • Provide avenues for awareness creation • Promote economic activities amongst the youth, women and marginalized groups
General Economic and Commercial Affairs	<ul style="list-style-type: none"> • Provision of guidelines and raw material to industries and clean and healthy working environment to support provision of goods and services • Promote ecotourism.
Environment Protection, Water and Natural Resources	<ul style="list-style-type: none"> • Ensure clean environment that facilitates quality natural recreation areas/sites

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) Financial constraints that hinder the effective implementation of the Municipality's mandates.
- d) Lack of means of transport for the Board thus hindering movement.
- e) 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, to promote social cohesiveness and a sense of civic duty and responsibility among the inhabitants and stake holders in the municipality and to provide for services, By-laws and other matters for the Municipality benefit.

The County Treasury when setting the expenditure ceilings should consider the critical Programs for the sub sector and the priorities of the Municipality so as to avail enough funds in order to enable the sub sector undertake its planned priorities as highlighted in chapter three. 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 in both development and recurrent in administration
- d) Strengthen inter-sectorial collaborations and partner coordination
- e) Capacity building of existing staff and recruitment of additional staff.

REFERENCES

1. Approved Budget FY 2021/2022
2. Constitution of Kenya 2010
3. County Budget Review and Outlook Paper 2021
4. County Fiscal Strategy Paper 2021
5. Naivasha Municipal Charter
6. Public Financial Management Act 2012
7. Supplementary II Budget FY2020/2021
8. Urban Areas and Cities Act 2011
9. Vision 2030

APPENDIX 1

ANALYSIS OF PERFORMANCE OF CAPITAL PROJECTS (2020/2021)

PROJECT DESCRIPTION	LOCATION	CONTRACT DATE	COMPLETION DATE	ESTIMATED COST TO COMPLETION	CUMULATIVE BUDGET ALLOCATION	COMPLETION STAGE (%)	SPECIFIC NEEDS TO BE ADDRESSED BY THE PROJECT
Programme: Naivasha Municipal Services							
Rehabilitation of Naivasha Municipal Park	HQ			22,064,368	22,064,368	0%	Service Delivery
Consultancy services for Rehabilitation of Naivasha Municipal Park	HQ			1,845,493	1,845,493	0%	Service Delivery
Construction of Naivasha Market Phase 2	HQ			260,000,000	260,000,000	10%	Service Delivery
Consultancy services for Construction of Naivasha Market Phase 2	HQ			13,000,000	13,000,000	0%	Service Delivery
TOTAL				296,909,861	296,909,861		

APPENDIX 2

ANALYSIS OF PERFORMANCE OF CAPITAL PROJECTS (FY2013/14 – 2020/2021) CURRENTLY IN THE FY2021/22 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)
Programme: Naivasha Municipal Services								
Rehabilitation of Naivasha Municipal Park	HQ		22,064,368	22,064,368	-	0%	Service Delivery	ONGOING
Consultancy services for Rehabilitation of Naivasha Municipal Park	HQ		1,845,493	1,845,493	-	0%	Service Delivery	ONGOING
Construction of Naivasha Market Phase 2	HQ		260,000,000	260,000,000	-	10%	Service Delivery	ONGOING
Consultancy services for Construction of Naivasha Market Phase 2	HQ		13,000,000	13,000,000	-	0%	Service Delivery	ONGOING
TOTAL			296,909,861	296,909,861	-			