



**REPUBLIC OF KENYA  
MINISTRY OF DEVOLUTION AND PLANNING**

**GUIDELINES FOR PREPARATION OF COUNTY  
INTEGRATED DEVELOPMENT PLANS  
(REVISED), 2017**

**SEPTEMBER 2017**



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## **FOREWORD**

The Constitution of Kenya 2010 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.

The Ministry of Devolution and Planning in collaboration with stakeholders prepared and disseminated Guidelines for Preparation of County Integrated Development Plan in 2013. In order to take into account lessons learnt from implementation of the first generation CIDPs and the new emerging issues as well as alignment to international commitments, the Ministry has found it necessary to revise the Guidelines. The revised Guidelines will assist counties in preparing their CIDPs and will also serve as a reference point in county development planning and budgeting processes.

It is my expectation that the Guidelines will be useful in enhancing integrated development planning in all counties and thus contribute towards the realization of objectives of the Kenya Vision 2030 and the Constitution of Kenya. This will, in turn, contribute to balanced growth and development throughout the Republic.

I wish to acknowledge the role played by Mr. Irungu Nyakera, Principal Secretary, State Department of Planning and Statistics and Mr. Joseph Mukui, Economic Planning Secretary, in providing overall leadership in the development of these Guidelines. The role of the core team and other members of staff and stakeholders who tirelessly contributed to the development of these Guidelines is also highly appreciated.

**Hon. Mwangi Kiunjuri, EGH, MGH**  
**Cabinet Secretary,**  
**Ministry of Devolution and Planning**

## **ACKNOWLEDGEMENTS**

The process of developing the revised Guidelines for Preparation of CIDPs was spearheaded by a team of officers from the Ministry of Devolution and Planning, with the Cabinet Secretary, Hon. Mwangi Kiunjuri, EGH, MGH, providing the overall leadership and guidance. The team was supported by technical officers from the Council of Governors and other partners.

I wish to thank the Council of Governors and the 47 County Governments for their support and inputs during the review process. I also thank the various Development Partners including the World Bank, UNDP, GiZ, UNICEF and USAID (AHADI) for providing technical and financial support towards this exercise.

In addition, I wish to thank individuals who played key roles during the review process including Mr. Joseph Mukui, the Economic Planning Secretary, who ably guided the technical team that was headed by Mr. Benson K. Kimani, Director Economic Development Coordination Directorate. Other officers that played key roles during this exercise were: Mr. Richard Mwarema, Mr. Joseph Malonza, Dr. Jackson Otieno, Mr. Daniel Odhiambo, Mr. Eric Nandwa, Mr. John M. Mbuti, Ms. Ann Mureithi, Ms. Robina Kwamboka, Mr. Jackson Kiprono, Ms. Elizabeth Wamalwa, Ms. Winfred Kirimi and Mr. Morris Kamande. The process was also enriched by peer reviews from other Directorates within the Ministry as well as inputs from line ministries.

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For their respective roles, responsibilities and tasks, I express the Ministry's appreciation.

**Mr. Irungu Nyakera, CBS**  
**Principal Secretary**  
**State Department for Planning and Statistics**

## **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
DRR	Disaster Risk Reduction
FOSA	Front Office Services Activity
HDI	Human Development Index
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
ICT	Information, Communication Technology
Ksh.	Kenya Shilling
M&E	Monitoring and Evaluation
MoDP	Ministry of Devolution and Planning
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NGOs	Non-Governmental Organizations
PBO	Public Benefit Organization
PFMA	Public Finance Management Act
PPP	Public Private Partnership
PWD	Persons 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 Developmental Programme

## CONCEPTS AND TERMINOLOGIES

**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

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

**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.

**Green Economy:** The green economy is defined as an economy that aims at reducing environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment.

**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

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

**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 and services produced

**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.

**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.

**Flagship/Transformative Projects:** These are projects with high impact in terms of employment creation, increasing county competitiveness, revenue generation etc. They may be derived from the Kenya Vision 2030 (and its MTPs) or the County Transformative Agenda.

**Sectors:** For the purposes of planning, the CADP sectors shall be based on the following MTEF Sectors – Agriculture, Rural and Urban Development (ARUD); Energy, Infrastructure and ICT; General Economic, and Commercial Affairs; Health; Education; Public Administration & International (or inter-government) Relations; Social Protection, Culture and Recreation; and

Environmental protection, Water and Natural Resources. County Governments should however incorporate only the sectors relevant to their respective counties.

**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. It is evident in Kenya that demographic transition is taking place at both national and county level creating a demographic window of opportunity to harness the demographic dividend.

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.

### **The 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 published and launched its Road Map to achieving 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 which include:

- Goal 1: End poverty in all its forms everywhere
- Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3: Ensure healthy lives and promote well-being for all ages
- Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 6: Ensure availability and sustainable management of water and sanitation for all
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8: Promote sustainable economic growth, full and productive employment and decent work for all
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10: Reduce inequality within and among countries
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

- Goal 12: Ensure sustainable consumption and production patterns
- Goal 13: Take urgent action to combat climate change and its impacts
- Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15: 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: 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: Strengthen the means of implementation and revitalize the global partnership for sustainable development

## **The Blue Economy**

Blue Economy means the use of the sea and its resources for sustainable economic development. The Blue Economy covers both aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water. It encompasses a range of productive sectors, including fisheries, aquaculture, tourism, transport, shipbuilding and repair, energy, bio prospecting, bunkering, sport fishing, port services, marine insurance, freight forwarding and underwater mining and related activities. Kenya is endowed with rich coastal and maritime resources which has a huge potential for development of the Blue Economy.

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 in the development of the Blue Economy for consideration by county governments include the following:

1. Development of Human Resource to Manage the Blue Economy
2. Supply of Blue Economy - skilled labour for the international market
3. Implementation of Fisheries Management and Development Act 2016
4. Development of fisheries and maritime Infrastructure
5. Aquaculture Technology Adoption
6. Maritime Education and Training
7. Development and management of blue economy database
8. Fish stocks enhancement in inland water resources
9. Frame and Catch Assessment Surveys in Lakes Victoria, Turkana and the Indian Ocean
10. Implementation of Residue Monitoring Plan for Farmed Fish
11. Marine aquaculture development
12. Aquaculture Business development Inland water maritime development (transport system, jetties, small ports)

13. Maritime Transport Services (ship building and repairs, container manufacturing and repair industry)
14. Marine Risk and Disaster Management
15. Coastal shipping development
16. Maritime cluster enterprise development
17. Organization and support of Beach Management Units (BMUs)
18. Sensitization and awareness creation of the young population on the Blue Economy

## **SECTION ONE: INTRODUCTION**

### **1.1 Background Information**

The Constitution of Kenya 2010 created a two-tier system of governance, a national and devolved county governments, that are distinct and interdependent and thus requires a paradigm shift in development planning. Article 220(2) (a) of the Constitution states that, “National legislation shall prescribe the structure of the development plans and budgets of counties”. The Fourth Schedule of the Constitution assigns the National Government the role of capacity building and technical assistance to the counties as well as national economic policy and planning, among other functions. In addition, all planning is expected to be inspired by the Kenya Vision 2030 and be aligned to its successive five Medium Term Plans (MTPs).

Several Acts of Parliament are in place to provide the legal framework for the implementation of this Article 220(2) (a). They include the County Government Act 2012, the Public Financial Management Act 2012 and the Urban Areas and Cities Act 2011. However, “**Integrated Development Planning**” which by law should guide county budgeting, project funding, monitoring and evaluation has so far not been well coordinated. In this regard, these guidelines are intended to assist county government to prepare their integrated development plans.

The Ministry of Devolution and Planning, through the Economic Development Coordination Directorate, has prepared these guidelines, which will be used in the preparation of County Integrated Development Plans. The guidelines are expected to provide the general direction to the policy makers and planners at the county level, and will be further enhanced by the publication of a County Development Planning Handbook now under preparation.

### **1.2 What is Integrated Development Planning?**

Integrated development planning is defined as 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.

### **1.3 Policies and Legislative Framework for Development Planning in Kenya**

#### **1.3.1 The Constitution**

Article 220(2) of the Constitution states that the National government shall prescribe the structure of development plans and budgets of counties. Article 201 further sets out the principles of public finance that should be adhered to. These principles include accountability, openness, public participation and promotion of an equitable society.

### **1.3.2 Kenya Vision 2030**

The aim of the Kenya Vision 2030 economic blueprint is to create “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 will be implemented through successive five years Medium Term Plans at the national level and the CIDPs at the county level.

### **1.3.3 The County Government Act, 2012**

The County Government Act 2012, in fulfilment of the constitutional requirement to legislate preparation of county plans, details the goals and procedures of “**County Planning**” (Part XI of the Act). County planners are required to prepare 5-year integrated county development plans and the annual county budgets to implement them as per section 108 (1) of the Act.

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 an integrated county development plan, each county is expected to have the following:

- i. A County Sectoral Plan;
- ii. A County Spatial Plan; and
- iii. A City and Urban Areas Plan.

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

### **1.3.4 Public Finance Management Act (PFMA), 2012**

The Public Finance Management Act (PFMA), 2012, emphasizes what the County Government Act states but puts a slightly different emphasis on planning. Whereas the County Government Act requires a “Five-Year County Integrated Development Plan”, the PFMA (Part IV Section (126) (1)) requires both a long-term and medium term plan. According to the PFMA, a budget process for the county government in any financial year shall consist of the following stages:

- i. Start with an integrated development planning process, which shall contain both short term and medium term plans.

- ii. Every county shall prepare a development plan as per Article 220 (2) of the Constitution.
- iii. Budgets are to be based on programmes, projects and other expenditure contained in the plan.

### **1.3.5 Urban Areas and Cities Act, 2011**

Urban Areas and Cities Act (2011) is also emphatic on the need for five year integrated development planning and the need to align annual budgeting to the plan. In Section 36 (2) it 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 functions.” The plans should, however, be linked to the CIDP.

### **1.3.6 Intergovernmental Relations Act, 2012**

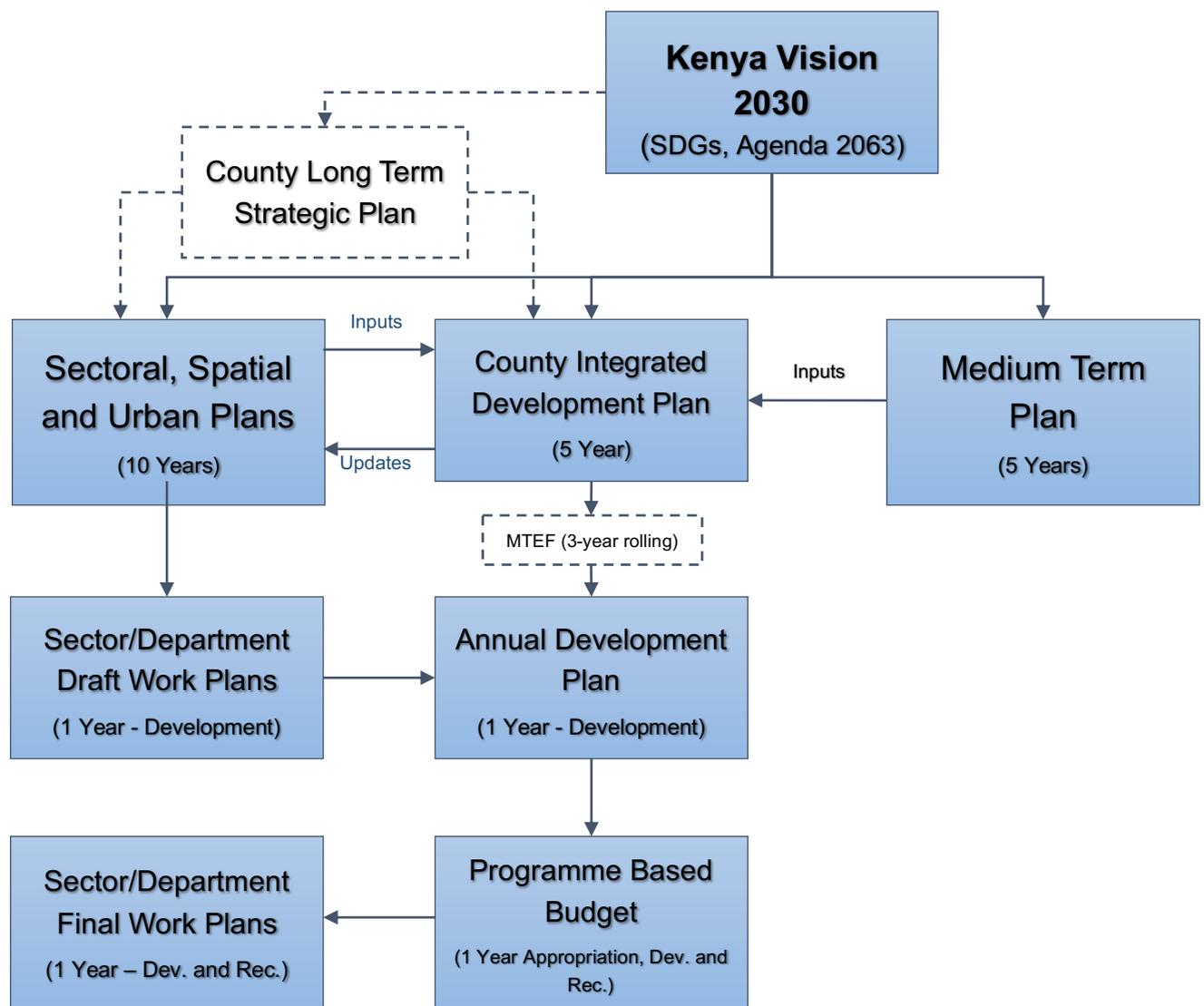
Part II of the Intergovernmental Relations Act, 2012, establishes the Summit responsible for monitoring of county development plans and recommending appropriate action. Section 12 of the Act also establishes the Intergovernmental Relations Technical Committee (IGRTC) which provides secretariat services to the Summit and Council of Governors. In addition, 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.

### **1.3.7 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.

**Figure 1: CIDP Linkage with Other Plans**



**Key:** Dev. = Development, Rec. = Recurrent  
MTEF = Medium Term Expenditure Framework

### 1.4 Purpose of the Guidelines

These guidelines provide planners at the county level with a framework for the preparation of the County Integrated Development Plans (CIDPs). The CIDPs will provide a mechanism for linking county policy, planning and budgeting processes as required by the County Government Act and the PFM Act.

## 1.5 Attributes of a Good Integrated Development Plan

A good plan is one that is simple, realistic, comprehensive, consistent, precise, and facilitative in terms of policy and resource outlay for 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:** A good CIDP should present strategies through which the sectoral objectives are translated into specific targets. Defining the county objectives helps formulate the best strategies through which the selected interventions shall be achieved.

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

**Inclusive and Participatory:** A good CIDP must encourage public participation and inclusion of all stakeholders not only before and during preparation but also during implementation of projects, programmes and policies thereafter. Public participation is the process by which interested and affected individuals, organizations, agencies and government entities are consulted and included in the decision-making process.

**Achievable:** The plan should be within the reach of the technical and financial resources of the County Government (and partners).

**Performance Analysis:** A good CIDP 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 the lessons learnt. This analysis helps the County Planning Unit to guide the County in the formulation of effective strategies that promote sustainable development in the County.

**Monitoring and Evaluation:** A good CIDP fulfils its function as a superior information base for decision making hence an instrument for tracking the development process. It should have clear targets and indicators to show development progress.

**Based on Programmes–** Government strategies are implemented, and development outcomes achieved, through programmes. Programmes are the building blocks of the CIDP plan and link it to Medium Term Expenditure Framework (MTEF) and Annual Budget estimates.

**Coherent:** A good CIDP clearly outlines the decision-making process that led to the identification of, and the direct logical link between, priorities, strategies, and development outcomes.

## **1.6 Steps in Preparation of the CIDP**

The CIDP preparation process entails the following steps or phases:

### **Phase One: Preliminaries**

In the preliminary stage, 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 types of challenges faced by people in the area and their leading causes. The identified challenges are assessed and prioritized in terms of their urgency. Information on availability of resources is also collected during this phase. The SWGs will be 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 incorporate into the existing mandates and policy framework;
- iv. Analysis of existing spatial plan and sectoral plans;
- v. Analysis of the draft MTP to identify national flagship projects or other major initiatives targeting the County;
- vi. Analysis of sector policy framework (e.g. Vision 2030, SDGs, long term county strategic plans, relevant policies, etc.);
- vii. Analysis of inputs from previous public participation forums and events; and
- viii. Identify key development challenges faced by the sector.

The Phase should provide most of the content of Chapters 1 and 2 of the CIDP. The County Budget and Economic Forum should participate in this Phase and might contribute to the identification of key development challenges and county priorities.

### **Phase Three: Strategies**

The County works on finding solutions to the problems assessed in phase two. Under the facilitation of the CIDP preparation secretariat, the County leaders will:

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

The County should also have overall strategies for Cross-cutting issues like dealing with climate change; Environmental degradation; HIV/AIDs; Gender, Youth and 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 during the strategies development Phase. This work will primarily happen within the Sector Working Groups unless a specific issue or programme has cross-Sectoral dimensions and impacts which would need collaboration between the sectors. Each programme (and flagship project) has to be formulated by taking into account the following:

- i. Is the programme/project being designed taking into consideration cross-cutting issues (see above)?
- ii. Who is going to benefit from the programme/project?
- iii. Is the programme promoting equity and consistent with the County spatial development framework?
- iv. What is the indicative budget over the 5-year period? (For programmes; Projects will have a more defined timeframe and cost)
- v. Does the programme/project foresee funding from other sources? Under what arrangements or modalities?
- vi. Is this programme/project responsive to inputs and priorities of the public?
- vii. Are there the required performance management, M&E, and accountability structures and mechanisms in place to adequately support implementation of the programme/project?

Clear outcomes and targets must be set and indicators worked out to measure performance as well as the impact of individual program/projects.

### **Phase Five: Integration**

Once all programmes/projects have been formulated, the Secretariat should verify that they are consistent with the County Performance Management Framework (e.g. contribute to long term objectives, have clear outcomes, indicators, performance management, M&E, within available resources, etc.). Programmes will also be reviewed based on cross-Sectoral considerations, both in terms of potential negative impact and of harnessing synergies across County Government sectors, across levels of government and with non-governmental stakeholders.

If the combined estimated cost of county programmes for a given sector is above the ceiling allocated to it, the sector should present a clear strategy to fill the financing gap. At this point the Secretariat should have a final draft CIDP. The draft will be subjected to validation in accordance with the according to county policy before submission to the Executive.

### **Phase Six: Approval**

The secretariat will present the draft to the Executive for consideration and adoption. The Executive will table the draft CIDP to the County Assembly no later than December 31<sup>st</sup> 2017.

The Assembly will publicize the draft for public comment. In collaboration with the Executive, the County Assembly will review the draft CIDP in accordance with existing laws and regulations before approving the 2018 – 2022 County Integrated Development Plan.

## **SECTION TWO:**

### **STRUCTURE OF THE COUNTY INTEGRATED DEVELOPMENT PLAN**

#### **2.1 Introduction**

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

#### **2.2 The 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 summarized brief on achievements of the previous CIDP and the highlights of the development priorities of the county during the plan period. It should also discuss the linkage of CIDP with other development plans which include: Kenya Vision 2030, Medium Term Plans (MTPs),

National Spatial Plan framework, Green Economy Strategy and Implementation Plan (GESIP), Agenda 2063 of the African Union, the Sustainable Development Goals (SDGs), and other national policies and international commitments. *(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 Governments actors and development partners who might have funded the process of developing the guidelines and the role of the public in general should also be acknowledged. *(To be signed by the County Executive Committee member responsible for county economic planning)*

**vi.) Executive Summary**

The executive summary should provide a 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

This chapter should aim at giving a brief overview of the county, situation analysis and resource endowment.

### 1. County Overview

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)*

#### 1.1. Position and Size

This should include the size 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)*

#### 1.2. Physiographic and Natural Conditions

- 1.2.1. Physical and Topographic features
- 1.2.2. Ecological conditions
- 1.2.3. Climatic conditions

#### 1.3. Administrative and Political Units

- 1.3.1. 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)

#### 1.4. Political units (Constituencies and Wards)

#### Table 2: County's Electoral Wards by Constituency

#### 1.5. Demographic Features

##### 1.5.1. Population size and composition

Tabular information is recommended, containing population data as per the last Kenya National Population and Housing Census (2009) report as the base year, current estimates (2018), and projections for mid of the plan period (2020) and end of the plan period (2022).

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 2010 indicating their numbers and areas they occupy in the county.

**Table 3: Population Projections by Age Cohort**

**Table 4: Population Projections by Urban Centres**

**1.5.2. Population density and distribution**

**Table 5: Population distribution and density by Sub-county**

**1.5.3. Population projection for special age groups**

**Table 6: Population projection by special age groups**

*(Under-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)*

**1.5.4. 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 Kenya National Survey Report for persons with Disability (2008)*

**1.5.5. 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 2015 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](http://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	2009*	2014	2017	2022	2030
Population Size					
Population below 15 (%)					
Population 15-64 (%)					
Population above 65 (%)					
Dependency ratio					
Fertility rate					

### 1.6. Human Development Approach

Give a brief explanation of the Human Development Indicators and briefly compare the county HDIs to the national HDIs. Give trends for the previous plan period (2013-2017). *Refer to the National Human Development Reports (NHDRs) for Kenya.*

### 1.7. Infrastructure Development

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

### 1.8. Land and Land Use

- 1.8.1. Land ownership categories/ classification
- 1.8.2. Mean holding size
- 1.8.3. Percentage of land with title deeds
- 1.8.4. Incidence of landlessness

- 1.8.5. Settlement patterns (Urban centres, informal settlement, etc.)
- 1.8.6. Type and size of land

#### **Figure 4: County Spatial Map**

(Insert County Spatial Map to indicate land use)

#### **1.9. Employment**

- 1.9.1. Wage earners
- 1.9.2. Self-employed
- 1.9.3. Labour force by sector
- 1.9.4. Unemployment levels

#### **1.10. Irrigation infrastructure and schemes**

- 1.10.1. Irrigation potential
- 1.10.2. Irrigation schemes (small/ large scale)

#### **1.11. Crop, Livestock, Fish Production and Value addition**

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

- 1.11.1. Main crops produced
- 1.11.2. Acreage under food and cash crops
- 1.11.3. Average farm sizes
- 1.11.4. Main storage facilities
- 1.11.5. Agricultural extension, training, research and information services (available training institutions, demonstration farms' multiplication sites etc.)
- 1.11.6. Main livestock breeds and facilities
- 1.11.7. Ranching (number, ownerships and activities)
- 1.11.8. Apiculture (bee keeping)

#### **1.12. Oil and Other Mineral Resources**

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

#### **1.13. Tourism and Wildlife**

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

#### **1.14. Industry and Trade**

- 1.14.1. Markets
- 1.14.2. Industrial parks ( including *Jua Kali* sheds)
- 1.14.3. Major industries
- 1.14.4. Types and number of businesses
- 1.14.5. Micro, Small and Medium Enterprise (MSME)

#### **1.15. The Blue Economy (including Fisheries)**

- 1.15.1. Aquaculture (Sea weed farming)
- 1.15.2. Main fishing activities, types of fish produced, landing sites
- 1.15.3. Deep sea fishing
- 1.15.4. Seabed and lake mining (Oil, gas and other extractives)
- 1.15.5. Ocean/ Marine renewable energy
- 1.15.6. Marine transport and tourism

#### **1.16. Forestry, Agro Forestry and Value addition**

Indicate Value chains and Value addition facilities for forest products.

- 1.16.1. Main Forest types and size of forests (Gazetted and Un-gazetted forests)
- 1.16.2. Main Forest products
- 1.16.3. Agro-forestry
- 1.16.4. Value chain development of forestry products

#### **1.17. Financial services**

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

#### **1.18. Environment and Climate Change**

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

#### **1.19. Water and Sanitation**

- 1.19.1. Water resources
- 1.19.2. Water supply schemes
- 1.19.3. Water sources and access (distance to the nearest water points by sub-county)

- 1.19.4. Water management (Institutions, measures for sustainable use etc.)
- 1.19.5. Sanitation

#### **1.20. Health Access and Nutrition**

- 1.20.1. Health Access (Health Facilities, Health personnel and their distribution by sub county)
- 1.20.2. Morbidity: Five most common diseases in order of prevalence
- 1.20.3. Nutritional status (prevalence of stunting and wasting in children under 5 years: height-for-age, weight-for-height, weight-for-age)
- 1.20.4. Immunization coverage
- 1.20.5. Maternal health care (maternal deaths, number of mothers delivering in hospitals, ante-natal and post-natal care)
- 1.20.6. Access to family planning services/Contraceptive prevalence
- 1.20.7. HIV and AIDS prevalence rates and related services

#### **1.21. 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.

- 1.21.1. Pre- School Education (Early Childhood Development Education)
- 1.21.2. Primary Education
- 1.21.3. Non formal Education
- 1.21.4. Youth polytechnics
- 1.21.5. Secondary Education
- 1.21.6. Tertiary Education
- 1.21.7. Adult and continuing Education
- 1.21.8. Technical, Vocational Education and Training

#### **1.22. Sports, Culture and Creative Arts**

- 1.22.1. Museums, Heritage and Cultural sites
- 1.22.2. Talent Academies
- 1.22.3. Sports facilities
- 1.22.4. Libraries /information documentation centres/ Citizen service centres
- 1.22.5. Registered traditional herbalists and medicine-men

#### **1.23. Community Organizations/Non-State Actors**

- 1.23.1. Cooperative Societies
- 1.23.2. Public Benefits Organizations (PBOs) i.e. NGOs, CBOs, INGOs, FBOs and special interest groups, etc.

- 1.23.3. Development Partners e.g. UN Agencies, USAID, World Bank, etc. and the sectors they support
- 1.23.4. Youth empowerment and social inclusion (Youth empowerment centres)

**1.24. Security, Law and Order**

- 1.24.1. Number of police stations and posts by sub county
- 1.24.2. Types, trends and crime prone areas
- 1.24.3. Types and number of courts
- 1.24.4. Prisons and probation services
- 1.24.5. Number of public prosecution offices
- 1.24.6. Number of prosecutions over the years
- 1.24.7. Community policing activities
- 1.24.8. Immigration facilities

**1.25. Social Protection**

- 1.25.1. Number of Orphans and Vulnerable children (OVCs)
- 1.25.2. Cases of Street children
- 1.25.3. Child care facilities and Institutions by sub-county (children offices, Number of orphanages, rescue centres, and correction/rehabilitation facilities)
- 1.25.4. Social net programmes in the county

## **CHAPTER TWO: LINKAGES WITH VISION 2030 AND OTHER PLANS**

### **2.1 Overview**

Give a brief introduction of the Chapter.

### **2.2 Linkage of the CIDP with the Kenya Vision 2030, its Medium Term Plans and Other Plans, Policies and Strategies**

Give a brief on each of the following:

- CIDP linkages with the Kenya Vision 2030 and its Medium Term Plans: include National programmes and projects in the County, Flagship projects of Vision 2030 in the County.
- Cross-cutting projects and programmes involving the County and neighbouring counties.
  
- Linkage with Sectoral Plans, Urban and City Plans within the County.
- Integration of the Sustainable Development Goals (SDGs) into the CIDP. Respective county sectors are required to:
  - Identify SDGs relevant to their mandate;
  - Carry out awareness creation on the relevant SDGs;
  - Integrate the relevant SDGs in respective policies and plans; and
  - Prepare half-year reports on status of implementation of the SDGs targets.

(For further details on the SDGs, please refer to Concepts and Terminologies)

## **CHAPTER THREE: REVIEW OF IMPLEMENTATION OF THE PREVIOUS CIDP**

### **3.1 Introduction**

Give a brief overview of the chapter. The chapter should provide a brief review on implementation of the previous CIDP.

### **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 Streams (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).
- Challenges in the implementation of the plan.
- 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

In this section, the county should describe the spatial framework within which development projects and programmes will be implemented. This section should also carry out an assessment of natural resources within the county. Information to be provided should cover the following thematic areas as outlined in the National Spatial Plan 2015–2045 which establishes a broad physical planning framework that provides physical planning policies to support economic and sectoral planning:

- 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 emergence of ICT.
- Modernizing agriculture – Develop strategy 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)
- 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
Industrialization	County is home to several agro processing industries which are spread across major urban areas	Establish the industrial zones with supporting infrastructures (water, electricity, road network...)	Give the exact location(s)	Physical Planning, Water, Energy.....
.....				

### 4.3 Natural Resource Assessment

This section should discuss the major natural resources found within the county.

**Table 10: Natural Resource Assessment**

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

## 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 stakeholder’s 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 COK, achieving the aspirations of Sustainable Development Goals (SDGs) and African Union Agenda 2063 among others.

*The programmes and projects should envisage a green economy by mainstreaming cross-cutting issues such as climate change; Environmental degradation; HIV/AIDs; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM), Ending Drought Emergencies (EDE) among others.*

*Programmes should be captured in the main document while specific projects may be annexed (Annex I).*

### 4.4.1 Sector introduction

The section should include the following:

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

**Table 11: Sector Programmes**

Programme Name									
Objective									
Outcome:									
Sub Programme	Key Outcome	Baseline	Key performance Indicators	Planned Targets					Total Budget
				Year 1	Year 2	Year 3	Year 4	Year 5	

### 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.

**Table 12: Cross-sectoral impacts**

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

#### 4.5 Flagship /County Transformative Projects

These are projects with high impact in terms of employment creation, increasing county competitiveness, revenue generation etc. They may be derived from the Kenya Vision 2030 (to be implemented in collaboration with the National Government) or from the County Transformative Agenda. Projects cutting across county borders (cross-county and country projects) should be clearly indicated in this section.

**Table 13: Flagship/ Transformative Projects**

Project Name	Location	Objective	Output /Outcome	Performance indicators	Timeframe (Start-End)	Implementing Agencies	Cost (Ksh.)

## CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

### 5.1 Introduction

Give an overview on the CIDP implementation framework. The chapter should discuss the framework which includes institutions responsible for the actualization of the plan, resource requirements and mobilization.

### 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 organogram (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 by Sector

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

**Table 14: Summary of Proposed Budget by Sector**

Sector Name	Amount (Ksh.)	As a percentage (%) of the total budget
...		
<b>Total</b>		

### 5.4 The Resource Mobilization Framework

This section should explain the resource mobilization strategies which should include: revenue raising, asset management, financial management, debt management, capital financing and accountability. The section should also detail resources expected from own-source, the equitable share of national revenue, expected conditional grants from National Government or Development Partners as well as the Public-Private Partnerships (PPPs) arrangement.

**Table 15: Revenue Projections**

Type of Revenue	2018	2019	2020	2021	2022	Total
a) Local revenue by category						
b) Equitable share						
c) Conditional grants						
d) Equalization fund						
e) Other sources (Specify)						
<b>Total</b>						

### 5.5 Estimated Resource Gap and Measures of Addressing It

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

## CHAPTER SIX: MONITORING AND EVALUATION FRAMEWORK

### 6.1 Introduction

Give a brief description of the M&E structure in the county. This chapter should be linked to the County Monitoring and Evaluation Framework as outlined in the Guidelines for Preparation of County Integrated Monitoring and Evaluation System (CIMES).

### 6.2 Data collection, Analysis, and Reporting

Give mechanisms for data collection, analysis, and reporting, dissemination and citizen engagement.

### 6.3 M&E Outcome Indicators

This section should give the monitoring and evaluation of outcome Indicators by sector. The CIDP Results Matrix will summarise the programme outcome indicators and targets. This will allow implementers and decision-makers alike to assess progress towards the various county development priorities. Table 16 will be used as the template for the CIDP Results Matrix

**Table 16: Summary of M&E Outcome indicators**

Sector	Programme	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2018	Mid-term Target (2020)	End-term Target (2022)
	....							

## ANNEX 1: SECTOR PROJECTS DERIVED FROM PROGRAMMES

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

*\*Indicate where the project is being implemented*

**Table 18: New Project Proposals**

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

**Table 19: Stalled Projects**

Project Name	Location	Description of activities	Reasons for stalling