REPUBLIC OF KENYA

COUNTY GOVERNMENT OF KISUMU

OFFICE OF THE COUNTY EXECUTIVE FINANCE, ECONOMIC PLANNING AND ICT SERVICES

BUDGET IMPLEMENTATION REPORT FOR THE FY 2024/2025 (QUARTER 4)

FOREWORD

I am pleased to present theCounty Budget Implementation Report for FY 2024/2025. This report serves to disseminate information regarding budget execution to the public and government entities, showcasing the performance of revenue received from both the National and County Governments. Additionally, it offers an analysis of recurrent and development expenditures at the county level, along with monitoring the implementation of projects and programs during the review period.

The production of this report heavily relies on financial data provided by the County Treasury and information extracted from the Integrated Financial Management Information System (IFMIS). It encompasses an analysis of revenues received from the Exchequer as well as the Own Source Revenue (OSR) collected within Kisumu County's boundaries. Recurrent and development expenditures have been meticulously calculated, and the overall burn rate for the financial Year has been determined.

This report plays a vital role in upholding the principles of transparency and accountability mandated by law, ensuring the responsible management of government resources is communicated effectively to the public.

GEORGE O. OKONG'O

COUNTY EXECUTIVE COMMITTEE MEMBER – FINANCE AND ECONOMIC PLANNING AND ICT SERVICE

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CHAPTER 1: BUDGET OVERVIEW

INTRODUCTION

The budget for the Financial Year 2024-2025 adheres to the provisions outlined in the Public Finance Management Act, 2012, specifically under Part IV Section 104 (b) and (c). According to these statutory guidelines, the county is obligated to develop an annual budget, coordinate revenue and expenditure estimates, and oversee the implementation of the budgetary allocations.

This comprehensive report offers a detailed analysis of revenue generation and expenditure patterns by the County Government during the specified financial period. Revenue sources are meticulously categorized, while expenditures are systematically evaluated based on economic classifications. Furthermore, the report illuminates the diverse activities undertaken by the County Government throughout the review period.

Its primary objective is to provide an impartial assessment of budget execution, shedding light on revenue performance, transfers received from the National Government, and the actual expenditure incurred by the County. By identifying key challenges that impede budget implementation, the report aims to furnish actionable recommendations aimed at enhancing the efficiency and effectiveness of budget execution processes within the county.

FISCAL PERFORMANCE

The FY 2024/25 County Approved Budget Estimates amounted to Kshs 15,301,595,492, comprising the County Executive allocation of Kshs. 14,292,975,836 (93%) and County Assembly allocation of Kshs. 1,008,619,656 (7%). The budgetary allocation for recurrent amounts to Kshs 10,272,065,659, while for development amounts to Kshs 5,029,529,833, representing ratios of 67 and 37 percent, respectively.

A graphical presentation of the revenue budget is shown below:

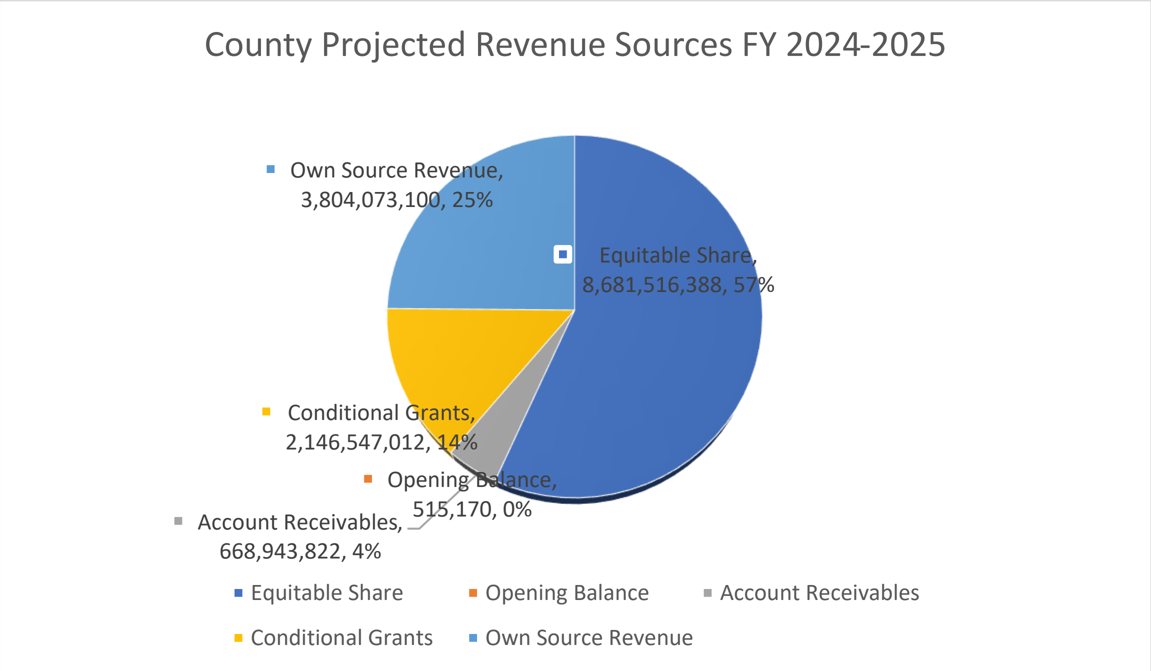

Figure 1:Kisumu County Projected revenue sources in FY 2024/2025

Equitable share from the national government continues to form the largest part of us revenue budget, accounting for 57% of the budget. Our own generated revenues formed 25% of our budget.

Revenue Analysis

The total county revenue target for the year is Kshs 15,301,595,492, which comprises Kshs 8,681,516,388 as the equitable share, Kshs 669,458,992 FY 2023/24 cash balances, Kshs 2,146,547,012 as conditional allocations and grants, and Kshs 3,804,073,100 as the own source revenue target.

The revenue receipts for the Financial Year amounted to Kshs **12,423,511,303** representing 81 percent of the total expected revenue, this figure included Kshs 8,405,327,540 equitable share, Kshs 2,463,027,946 own source revenue, and Kshs 82,233,079 in conditional allocations and grants.

Table 1:Overall Revenue Performance for the FY 2024-2025

Revenue Source	**Annual Revenue Allocation (in Kshs)**	**Actual Receipts**	**Overall Performance (%)**
Equitable share	8,681,516,388	8,405,327,540	**97%**
Conditional Grants	2,146,547,012	885,696,825	**4%**
Sub total	**10,828,063,400**	**9,291,024,365**	**86%**
Own Source Revenue	3,804,073,100	2,463,027,946	**65%**
Sub Total	**3,804,073,100**	**2,463,027,946**	**65%**
Account Receivables	515,170	515,170	**100%**
Opening Balance	668,943,822	668,943,822	**100%**
Total Revenues	**15,301,595,492**	**12,423,511,303**	**81%**

Source: County Treasury-IFMIS

Own Source Revenue

In the 2024/2025 fiscal year, the county government aimed to collect Kshs 3,804,073,100 in revenue but only managed to bring in 20,463,027,946 which is 65% of its target. This total includes Kshs 1,650,254,178 collected by hospitals as AIA.

Compared to the previous year's collection of Kshs 1,443,607,988, the county saw a significant increase of over Kshs 1,019,419,958 in its own source revenue for 2024/2025.

The comparative analysis for the monthly own source revenue collection for the FY 2024/2025 and FY 2023/2024 are as shown below.

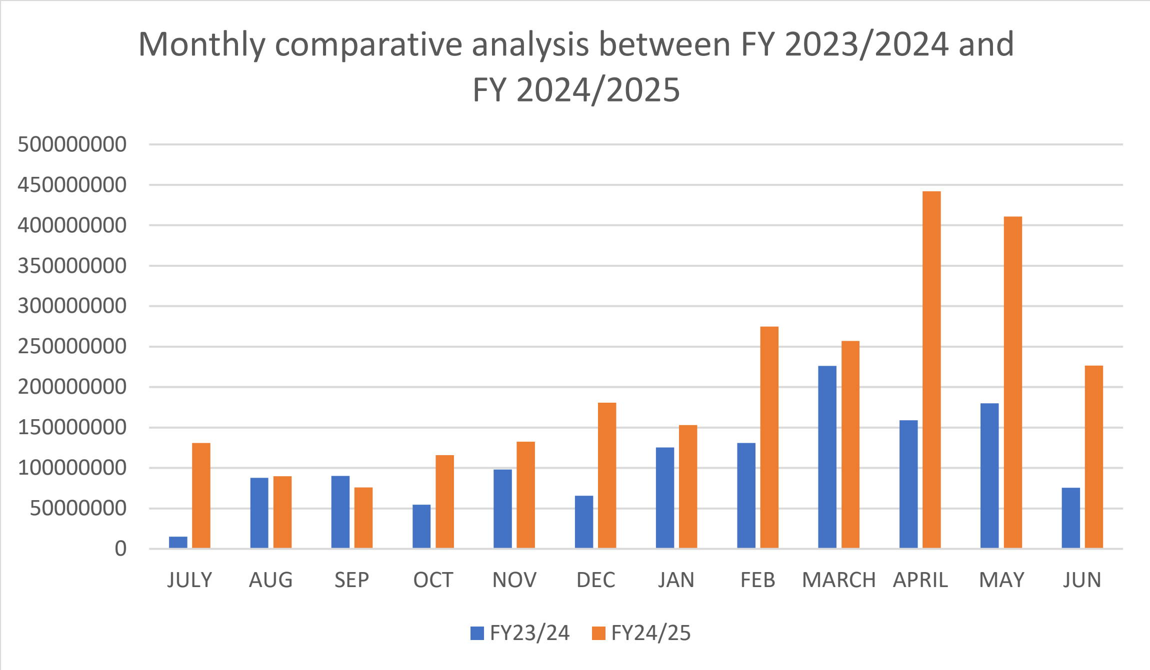

Figure 2:Comparative analysis of OSR in the First Half of FY 2024/2025 and FY 2023/2024

CONSOLIDATED REVENUE COLLECTION REPORT FOR THE FY 2024-2025

The table below shows the Quarterly generated revenue collection per streams per department for the FY 2024/2025

Table 2: Acumulated revenues per stream

KISUMU COUNTY REVENUE BOARD						
OWN SOURCE REVENUE REPORT						
FOR THE PERIOD JULY 2024 TO JUNE 2025						
Revenue Streams		**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**TOTAL**
Locally collected Revenue						
LANDS, PHYSICAL PLANNING, HOUSING AND URBAN DEVELOPMENT						
	Plan Approvals	5,578,265	7,347,550	10,498,824	8,421,510	**31,846,149.45**
	Billboards	13,674,396	18,310,628	76,340,321	37,099,419	**145,424,763.12**

	Rent - House	829,050	1,001,760	1,839,005	1,260,023	**4,929,838.00**
	-Ground	0	0	14,100	0	**14,100.00**
	-Plot	478,209	348,556	163,408	249,771	**1,239,944.00**
	Rates	4,401,677	33,151,566	61,794,038	28,893,782	**128,241,063.20**
	Survey	196,220	111,190	208,700	277,740	**793,850.00**
TRADE, TOURISM, INDUSTRY AND MARKETING						
	Trade Licence	12,438,875	4,243,152	162,989,544	58,869,101	**238,540,672.26**
	Markets	14,915,205	14,902,610	12,173,163	11,232,918	**53,223,896.00**
	Stock Rings	780,210	1,064,720	789,160	515,521	**3,149,611.00**
	Cess	10,683,263	7,089,497	7,394,155	2,194,300	**27,361,214.97**
	Weights and Measures	584,400	409,580	276,970	274,600	**1,545,550.00**
	Liquor Licence	7,575,441	4,299,003	10,473,522	3,965,085	**26,313,051.00**
	SACCO Charges	26,250	0	0	0	**26,250.00**
	Park Fees	532,550	802,800	1,093,850	1,622,150	**4,051,350.00**
INFRASTRUCTURE, ENERGY AND PUBLIC WORKS						
	Bus Park	11,977,740	15,050,860	13,582,400	11,581,730	**52,192,730.00**
	Town Parking	12,383,667	13,376,303	15,507,080	12,916,871	**54,183,921.00**
	Reserved Slots	200,000	0	5,600,000	400,000	**6,200,000.00**
	Monthly Stickers	45,000	637,000	140,500	100,000	**922,500.00**
	Clamping Fees	1,500	7,500	4,500	35,900	**49,400.00**
WATER, ENVIROMENT, NATURAL RESOURCES AND CLIMATE CHANGE						
	Conservancy fees	3,000,000	3,000,000	2,000,000	3,600,000	**11,600,000.00**
	Noise	59,400	0	0	11000	**70,400.00**
	Fire	27,215	57,900	2,799,460	2,127,165	**5,011,740.00**
	Tree Cutting	19,800	0	0	0	**19,800.00**
AGRICULTURE, LIVESTOCK, FOOD AND FISHERIES						
	Hire of Assets Charges	706,052	636,638	796,388	969,017	**3,108,095.00**

	Livestock Movement Permit	8,650	9,831	10,300	9,700	**38,481.00**
TRADE, TOURISM, INDUSTRY AND MARKETING						
	Hire of Stadium	739,600	0	320,000	1,058,000	**2,117,600.00**
	Betting	271,000	253,750	74,250	10,500	**609,500.00**
EDUCATION, TECHNICAL, TRAINING INOVATION AND SOCIAL SERVICES						
	Library Charges	56,125	32,866	26,120	33,730	**148,841.00**
	Hire of Halls	12,000	6,000	0	6000	**24,000.00**
PUBLIC SERVICE, COUNTY ADMINISTRATION& PARTICIPATORY DEVELOPMENT						
	Payroll Charges	9,000	12000	89,350	22,000	**132,350.00**
Other Fines Penalties and Impounding's		28,000	72,602	83,570	41,550	**225,722.00**
MEDICAL SERVICES, PUBLIC HEALTH AND SANITATION						
	Public Health	1,950,859	1,766,276	3,185,351	2,514,899	**9,417,385.00**
	Medical Service	165,654,574	300,687,007	294,604,591	889,308,006	**1,650,254,177.75**
		-	-			-
	GRAND TOTAL	**269,844,193**	**428,689,145**	**684,872,620**	**1,079,621,989**	**2,463,027,946**

Source: County Treasury-Revenue Directorate

Table 3:The County Resource envelope the budgeted vs the Actual receipts for FY 2024-2025 are as tabulated below

ITEM	**Budgeted**	**Actual Receipts**	**Performance (%)**
Account Receivables	668,943,822	668,943,822.00	**100%**
Opening Balance	515,170	515,170.00	**100%**
Equitable share	8,681,516,388	8,405,327,540.00	**97%**
DANIDA Grant	23,123,790	10,530,000.00	**46%**
Finance Locally -Led Climate Action Plan (FLLOCA)	490,984,978	22,658,933.00	**5%**

KISIP	840,000,000	655,000,000.00	**78%**
IDA (World Bank Credit to Finance Agricultural Value Chain Development Project (NAVCDP)	151,515,152	68,473,623.00	**45%**
Aquaculture Business Development Project (ABDP)	15,407,244	-	**0%**
PRACTICE	37,227,907	2,931,502.00	**8%**
Conditional Grant for Aggregated Industrial Parks Programme	150,000,000	-	**0%**
Allocation for Court Fines	66,912	-	**0%**
KDSP	38,156,709	-	**0%**
Community Health Promoters	70,459,609	-	**0%**
Transfer of Museum Function	6,350,388	-	**0%**
RMFLF	196,615,319	68,301,577.00	**35%**
Change Maker	30,000,000	-	**0%**
KABDP	21,918,919	-	**0%**
KUSP	36,634,916	32,309,300.00	**88%**
Youth Politechnics	7,516,000	-	**0%**
Kenya Dairy Entreprise Development	400,391	-	**0%**
NAVCDP	6,020,200	-	**0%**
Transforming health centre	544,976	-	**0%**
Equalization Fund	23,603,602	25,491,890.00	**108%**

Total Share of National Revenue	**11,497,522,392**	**9,960,483,357.00**	**87%**
LOCAL REVENUE SOURCE			
Main Revenue Streams			
Land Rates	581,000,000	128,241,063.00	22%
Rents	63,844,894	6,183,882.00	10%
Trade license fees	564,951,097	238,540,672.00	42%
Bus Park Fees	307,000,000	52,192,730.00	17%
Parking Fees/Monthly Stickers	296,251,150	55,106,421.00	19%
Reserved slot	9,000,000	6,200,000.00	69%
Clamping Fees	500,000	49,400.00	10%
Market Fees	350,000,000	53,223,896.00	15%
Stock Ring	5,000,000	3,149,611.00	63%
CESS	27,139,013	27,361,214.00	101%
Building Plans	4,000,000	31,846,149.00	796%
Sign Board promotion	400,000,000	145,424,763.00	36%
Sundry revenue	20,000,000	21,600,000.00	108%
Public Health and Others	6,000,000	9,147,385.00	152%
Sub-Total	**2,634,686,154**	**778,267,186.00**	**30%**
Revenue from Departments			
Health Medical Services	926,122,000	1,650,254,178.00	178%
Agriculture, Livestock and Fisheries	8,220,606	3,108,095.00	38%

Commerce, Tourism, Trade and Heritage	2,000,000	6,206,400.00	310%
Lands, Housing and Physical Planning	159,944,340	793,850.00	0%
Education, Youth, Culture and Sports	500,000	172,841.00	35%
Liquor Licence	40,000,000	26,313,051.00	66%
Environment	2,500,000	16,701,940.00	668%
Governance and Administration	100,000	172,841.00	173%
Revenue from Payroll	30,000,000	158,600.00	1%
Sub-Total	**1,169,386,946**	**1,703,881,796.00**	**146%**
Total Local Revenue	**3,804,073,100**	**2,482,148,982.00**	**65%**
TOTAL COUNTY REVENUE	**15,301,595,492**	**12,442,632,339.00**	**81%**

Source: County Treasury-IFMIS

Recommendations on Improving Our Revenues

The County always continue to explore new and innovative ways of increasing its local revenue collections. Some of the steps that the County has taken towards improving its revenue collections include:

1. Capacity building of staff- Continuous Capacity building equips the staffs with the necessary skills and knowledge to perform their jobs more effectively. This can lead to a significant increase in productivity and a reduction in errors.
2. Ensuring a well-coordinated approach in terms of monitoring and supervision in all departments including strengthening the inspectorate unit.
3. Revenue collection targets to be set for each Sub County, departments and revenue streams down to individual collector to enhance performance and award the best performing collector and Sub County. The targets also need to be realistic and this can be achieved by use of OSR data of previous financial years, which informs on the trends of the revenue streams.

4. Conduct Regular Audits: Implement an effective audit system and strong internal checks to prevent fraud and ensure that all revenue is properly accounted for.
5. Key performance contracts to be set on the revenue collectors, revenue leads/supervisors and the director to measure performance and productivity of staff directly involved in revenue collection.
6. Budget allocation- The county needs to provide adequate budget allocation to departments which bring in own source revenue to improve its service delivery such as the Revenue, Trade, Lands and Environment directorates. This will improve the staff-working environment, mobility and facilitate them with enough accountable documents for Revenue collection and reporting.
7. The County through the economic planning unit is undertaking statistical abstract on Own Source Revenue in all the revenue streams to keep track of all the revenue payers, which will boost Own Source Revenue maximization and reduce leakages.
8. Enhance Transparency: Be transparent about how collected revenues are being used. When Kisumu County Citizens and businesses see that their taxes are funding essential public services, it can strengthen public trust and encourage compliance.

EXPENDITURE ANALYSIS

Of the total yearly budget, 60% was spent, amounting to Kshs.**9, 164,653,057**. This spending was divided into two main categories:

Recurrent expenditure: Kshs. Kshs.**7, 641,972,851** was spent on recurring costs, which represents 74% of that budget.

Development expenditure: Kshs **1, 522,680,206** was used for development projects, which is 30% of that particular budget.

The analysis of expenditure by economic classification for FY 2024/2025 is provided in Tables below.

Table 4:Expenditure by Economic Classification in the First Half of FY 2024/2025

Economic Classification	Revised Budget	Actual Expenditure	Performance

Recurrent	10,272,065,659	7,641,972,851	74%
Development	5,029,529,833	1,522,680,206	30%
TOTAL	**15,301,595,492**	**9,164,653,057**	**60%**

Source: County Treasury-IFMIS

Table 5:Expenditure by Economic Classification per Department for the FY 2024/2025

	Department	Recurrent Expenditure			Development Expenditure		
		Budgeted	Actual	Performance	Budgeted	Actual	Performance
5067	**Physical Planning, Lands, Housing and Urban Development**	151,018,059	58,,535,645	39%	1,000,300,000	12,651,400	1%
5068	**Agriculture, Livestock, Food and Fisheries**	81,857,527	58,545,672	72%	310,399,910	50,603,120	16%
5072	**City of Kisumu**	195,100,000	96,753,596	50%	912,594,236	121,702,778	13%
5073	**County Assembly of Kisumu**	1,008,619,656	679,915,153	67%	100,000,000	26,897,782	27%
5075	**County Public Service Board**	48,319,347	22,836,292.65	47%	-		
5081	**Education, Technical Training, Innovation & Social Service**	325,000,000	102,168,546	31%	213,716,000	46,396,954	22%
5082	**Infrastructure, Energy and Public Works**	112,000,000	33,110,340	30%	989,226,000	254,391,692	26%
5083	**Finance, Economic Planning & ICT Services**	1,032,552,709	721,317,183	70%	1,023,603,602	726,834,351	71%
5084	**Trade, Tourism, Industry and Marketing**	53,983,343	8,349,487	15%	174,200,000	6,485,471	4%
5085	**Medical Services, Public Health and Sanitation**	1,212,713,749	283,372,165	23%	123,650,000	58,168,237	47%
5086	**Sports, Culture, Gender and Youth Affairs**	93,380,452	42,508,161	46%	43,500,000	6,469,800	15%
5087	**Water, Environment, Natural Resources & Climate Change**	83,984,139	68,089,473	81%	615,434,321	202,286,102	33%

5088	**Public Service, County Administration& Participatory Development**	5,873,536,678	5,466,471,138	93%	35,000,000	9,792,519	28%
	TOTALS	**10,272,065,659**	**7,641,972,851**	**74%**	**5,029,529,833**	**1,522,680,206**	**30%**

Source: County Treasury-IFMIS

CHAPTER 2 : DEPARTMENTAL PRIORITIES, ACHIEVEMENTS, CHALLENGES AND RECOMMENDATIONS

1. DEPARTMENT OF AGRICULTURE, IRRIGATION, LIVESTOCK AND FISHERIES

The Department of Agriculture, Irrigation, Livestock and Fisheries (DAILF) is a core pillar in the economic and food security architecture of Kisumu County. Mandated to drive sustainable agricultural transformation, the department focuses on enhancing food and nutrition security, improving household incomes, building climate resilience, and creating sustainable rural livelihoods. It plays a critical role in implementing both national and devolved agricultural policies, including the Agricultural Sector Transformation and Growth Strategy (ASTGS), the Kenya Climate Smart Agriculture Strategy, and the County Integrated Development Plan (CIDP III).

Sectoral Priorities

a) **Strengthening Agricultural Extension and Farmer Advisory Services:**

- Enhance field-based training and demo plot establishment across value chains
- Conduct farmer field schools and exchange learning forums

b) **Supporting Climate-Smart Agricultural Productivity**:

- Supply improved seeds, livestock breeds, and fingerlings
- Promote climate-resilient agronomic practices through FLLoCA and KCSAP

c) **Expanding Access to Water for Production:**

- Desilt community water pans and rehabilitate irrigation systems
- Finalize designs and initiate procurement for new smallholder irrigation schemes

d) **Enhancing Food Safety, Value Addition, and Market Linkages:**

- Support post-harvest management and farmer cooperative development
- Build capacity on disease surveillance and food hygiene
- Mainstreaming Data and Evidence-Based Planning:
- Conduct sector-specific surveys and monitoring missions
- Operationalize data management tools for extension officers

Key Achievements

a) **Strengthened Agricultural Extension and Farmer Training**

The department prioritized farmer capacity building as a foundation for improved productivity. 1,840 farmers across all seven sub-counties were trained in various value chains through farmer field schools, demonstration farms, and exchange forums. The use of 22 demonstration sites to showcase improved agronomic and animal husbandry practices enabled farmers to learn by doing and facilitated adoption of climate-resilient technologies.

b) **Climate-Resilient Inputs and Livelihood Support**

To address climate variability and strengthen resilience, the department delivered inputs to farmers through ward-level micro-projects supported by FLLoCA and other programmes. These included certified seeds, organic fertilizers, animal feed materials, and assorted farm tools. 21 wards received structured support for resilience-building activities, directly benefiting hundreds of smallholder households.

c) **Expanded Livestock Vaccination and Health Services**

In a bid to enhance livestock productivity and reduce losses from preventable diseases, the department vaccinated 38,400 animals against major transboundary diseases such as Foot and Mouth Disease (FMD), Lumpy Skin Disease (LSD), and Contagious Caprine Pleuropneumonia (CCPP). Additionally, over 12,000 dogs were dewormed as part of integrated One Health approaches to zoonotic disease control.

d) **Promotion of Fisheries and Aquaculture**

The fisheries sub-sector was invigorated through distribution of 1.2 million fish fingerlings and training of 360 fish farmers on pond management, water quality, and locally formulated fish feeds. These efforts aimed to improve household nutrition, promote commercial aquaculture, and reduce overreliance on capture fisheries.

e) **Improved Access to Water for Agricultural Production**

The department rehabilitated four community water pans and upgraded two irrigation schemes, increasing access to irrigation water and livestock watering points. Moreover, 8 solar-powered pumps were installed in strategic locations to reduce reliance on fuel and grid electricity, making water access more sustainable and cost-effective.

f) **Agribusiness Development and Market Access**

To address marketing challenges and post-harvest losses, 12 farmer groups were registered into formal cooperatives and four aggregation centres were supported with capacity building and basic equipment. This enabled collective marketing and positioned farmer organizations to attract bulk buyers and financial service providers.

g) **Digital Monitoring and Data Use in Planning**

64 extension officers were trained in digital monitoring tools, including e-extension platforms and survey instruments. This enhanced the department’s ability to track input distribution,

monitor farmer outreach, and make evidence-informed decisions at sub-county and county levels.

Challenges Encountered

a) **Limited Mobility for Extension Officers**: Many wards in Nyakach, Seme, and parts of Muhoroni experienced inconsistent field coverage due to a lack of adequate transport for frontline officers. The available vehicles were insufficient to meet growing demands for site visits, supervision of micro-projects under FLLoCA, and direct farmer training.

b) **Delays in Procurement and Input Delivery**: The procurement of critical agricultural inputs (e.g., seeds, fertilizers, veterinary vaccines, and tools) was affected by administrative and logistical delays. In some instances—especially in Nyando and Lower Nyakach, inputs arrived late, missing optimal planting or vaccination windows, reducing their impact.

c) **Infrastructure Vandalism and Weak Community Ownership**: Incidents of vandalism of solar panels and water system components were reported in Riat (Kisumu West), Masogo (Muhoroni), and Ombeyi (Nyando). These cases exposed gaps in community involvement in operations and maintenance (O&M) and the need for stronger structures for public asset protection.

d) **Inadequate Vaccine Cold Chain Infrastructure**: Sub-counties like Seme and West Nyakach lack cold storage equipment necessary to maintain the potency of vaccines. This constrained the scope and effectiveness of livestock disease control efforts, particularly in high-risk migratory zones.

e) **Inadequate Fisheries Extension Support**: While aquaculture demand has grown, the fisheries sub-sector still has limited technical personnel and follow-up systems. In areas like Kibos and Chemelil, fish farmers reported delays in receiving extension support and pond inspections, partly due to understaffing.

f) **Gender and Youth Engagement Gaps**: Despite broad community participation, some training forums experienced limited attendance by young men and youth-led groups, especially in livestock and fisheries segments. Cultural attitudes, scheduling, and inadequate targeting affected full inclusivity

Recommendations

a) **Strengthen Field Logistics and Officer Mobility**: Procure motorcycles and operationalize ward-level motorbike pools to enable timely field visits, especially in remote or flood-prone areas.

b) **Improve Procurement and Input Distribution Timelines**: Digitize input planning and introduce early procurement schedules aligned with agro-ecological calendars to avoid missed planting and treatment seasons.

c) **Institutionalize Community-Led O&M Structures**: Establish and train ward-based O&M committees to monitor and manage irrigation systems, solar pumps, and demo plots, especially in FLLoCA-supported wards.

d) **Invest in Cold Chain Infrastructure**: Allocate resources for acquisition of solar-powered vaccine fridges and cold boxes in sub-counties with high livestock populations and frequent outbreaks.

e) **Expand Fisheries Technical Support and Innovation Grants**: Recruit additional fisheries officers and roll out innovation grants for youth-led aquaculture enterprises in Kisumu East, Nyando, and Seme.

f) **Embed Gender and Youth Inclusion in Programme Design**: Design value chain activities and training schedules that deliberately accommodate the roles, needs, and time constraints of women and youth.

g) **Scale Use of Digital Extension Platforms**: Expand e-extension tools countywide and integrate short codes or WhatsApp platforms for farmers to access timely agronomic tips and advisory services.

2. DEPARTMENT OF WATER, ENVIRONMENT, CLIMATE CHANGE & NATURAL RESOURCES

The Department of Water, Environment, Climate Change and Natural Resources plays a pivotal role in advancing Kisumu County's development aspirations as outlined in the County Integrated Development Plan (CIDP III) and other sectoral strategies. The department is mandated to ensure sustainable access to safe water, improved sanitation, climate resilience, solid waste management, environmental protection, and conservation of natural resources.

Sectoral Priorities

These strategic priorities were designed to deliver maximum community impact, improve water and sanitation coverage, and mainstream climate adaptation and mitigation in county operations. They also laid the groundwork for stronger resilience planning and sector-wide collaboration in the next fiscal year.

a) **Expansion of Safe and Sustainable Water Access in Rural and Urban Areas**

The department prioritized equitable access to safe drinking water through a dual approach targeting underserved rural communities and densely populated urban informal settlements. This involved drilling and equipping new boreholes, rehabilitating dysfunctional water schemes, and promoting solar-powered water supply technologies across sub-counties. Special focus was placed on Nyakach, Nyando, Seme, and Kisumu East, where gaps in coverage persisted.

b) **Strengthening Water, Sanitation, and Hygiene (WASH) Infrastructure and Coordination**

Recognizing the health-environment nexus, the department aimed to expand sanitation infrastructure, promote hygiene awareness, and enhance inter-agency coordination under the WASH framework. Market-based sanitation upgrades and collaborative forums were rolled out in high-risk areas such as Obunga, Manyatta B, and Ombeyi, where urban congestion and poor drainage had previously led to public health challenges.

c) **Accelerating Environmental Protection, Tree Planting, and Landscape Restoration**

To address land degradation and climate-induced ecosystem decline, the department intensified tree planting and afforestation efforts, especially in riparian zones, hillsides, and degraded wetlands. Priority areas included South Nyakach, Seme, and Muhoroni, which were identified as critical ecological hotspots. This work was coordinated with the Kenya Forest Service and community-based organizations.

d) **Operationalizing Climate Change Governance Structures at Ward Level**

Building on earlier frameworks, the department focused on activating Ward Climate Change Planning Committees (WCCPCs) to drive bottom-up resilience planning. These structures were supported to develop and submit micro-resilience plans, aligning community priorities with County Climate Change Fund (CCCF) guidelines and FLLoCA milestones.

e) **Enhancing Monitoring, Evaluation, and Digital Mapping of Water Assets**

To strengthen accountability and planning, the department prioritized the creation of a digital inventory of all water assets, including boreholes, pipelines, and storage systems. This system was designed to improve asset tracking, monitor project completion status, and guide future infrastructure investments across sub-counties.

f) **Promoting Renewable Energy for Water Systems and Institutional Use**

The department adopted a sustainability lens by investing in solar-powered pumping systems for both rural and institutional water schemes. This not only reduced operational costs but also aligned with Kenya’s transition to green energy under the Climate Change Act. Installations were prioritized in Kobura, Kanyawegi, and Chemelil where grid electricity was unreliable or costly.

Key Achievements

a) Urban Water Services and WASH Coordination

Working in partnership with KIWASCO and KISIP II, the department facilitated last-mile water connectivity and sanitation services in Kisumu East and Central, targeting informal settlements like Obunga, Bandani, and Manyatta. These interventions ensured improved hygiene in densely populated areas. Furthermore, Kisumu was selected to pilot a green sanitation initiative funded through a climate resilience grant, enabling the construction of eco-toilets in three markets across Nyando and Kisumu West. Specific accomplishments include:

- 1,700 tonnes of solid waste collected and evacuated from major markets including Muhoroni, Chemelil, Kombewa, and Holo.
- Two successful market clean-up campaigns conducted in collaboration with CSOs and youth groups.
- Stakeholder forums held to develop the road map for the Solid Waste Policy.

b) Environmental Conservation and Climate Resilience

The department planted over 140,000 tree seedlings, surpassing the quarterly target of 100,000. Tree planting was conducted in schools, riparian zones, and degraded landscapes in Nyakach, Muhoroni, and Seme. The Nganyi Climate Resilience Corridor was launched in partnership with the Kenya Meteorological Department and community conservancies.

Out of 49 community climate resilience investment (CCRI) projects initiated in FY 2023/2024, 38 projects were completed, while eight are ongoing. Three (3) were retendered and have been awarded, pending site handover. Of the 40 CRF projects for FY 2024/2025, 25 were completed, nine are ongoing, and six have been earmarked for retendering. Specific accomplishments include:

- Planting of 1,500 seedlings in Menara Forest and two public schools (Oduwa Primary and Secondary).
- Greening of 19 schools in collaboration with local institutions and partners.
- Six community clean-ups conducted in Nyalenda, Kibos, and other locations.
- Five noise pollution stop orders issued; enforcement actions taken against dust pollution offenders (e.g., Golden Bricks Company in Muhoroni).
- Adaptation planning workshops conducted in six wards.

- 35 Ward Climate Change Planning Committees trained, further localizing climate governance.
- Biogas installations completed at Tiengre and Ogada secondary schools (SEACAP).
- Waste sorting bay constructed at Ondiek Estate (SEACAP program).

c) Climate Information and Community Awareness

Through structured dialogues and awareness campaigns, the department convened 15 community climate sessions, enhancing knowledge on early warning systems and resilience planning. These were held in collaboration with ward climate planning committees in Masogo/Nyang'oma, East Seme, and Lower Nyakach.

d) Policy, Legal and Planning Milestones

The county pushed for the enactment of the Kisumu County Water Act 2023, laying the groundwork for water sector governance. Currently, it is spearheading the initial development of Water Regulations and Sector Strategic Plan and the Review of the Kisumu County Water Policy. In addition, the department has initiated drafting for Kisumu Solid Waste Management Bill and Policy, County Environmental Action Plan, and County Climate Finance Policy and update of the Climate Change Act.

e) Enhanced Sector Coordination and Monitoring

The M&E unit conducted joint supervision missions to assess progress on 28 ongoing water projects, enabling timely documentation of bottlenecks and acceleration measures. The department also launched the Kisumu Water Sector Digital Inventory, mapping all active and inactive water points to improve asset management.

- Monitoring and Evaluation (M&E) frameworks enhanced across directorates.
- Regular project supervision visits conducted to assess progress and compliance.
- Environmental and Social Safeguards assessments initiated for new climate and donor-funded projects.
- 26 Water Management Committees trained

f) Institutional Strengthening and Partnerships

- Development of co-created workplans with partners such as Care Kenya, RUWASCO, and Safe Water & Aids Project (SWAP).
- Training conducted for 15 small-scale utilities to promote commercial viability.
- Drafting and submission of three Memoranda of Understanding (MOUs) for partner collaboration.

- Participation in national and regional climate action workshops and planning forums including FLLoCA coordination meetings.

Challenges Encountered

a) Delayed Procurement and Project Implementation

Several water infrastructure projects experienced delays in the procurement of critical components such as solar pumps, piping materials, and borehole equipment. This affected project delivery timelines, especially in rural schemes in Nyakach, Seme, and Kobura (Nyando). The department liaised with the procurement unit and contractors to expedite pending deliveries. Framework contracting mechanisms were proposed for faster equipment acquisition in future phases. A contract performance tracker was also introduced to flag delays early and institute penalties for non-compliance.

b) Vandalism and Theft of Solar Equipment and Water Assets

Cases of vandalism and theft of solar panels and pump controllers were reported in Kanyawegi, Kasagam, and Masogo/Nyang'oma, undermining water service sustainability. The department rolled out community engagement forums to enhance local ownership of water points. Additionally, site-specific security protocols, such as fencing and the establishment of water user committees, were strengthened. The department is now exploring the use of anti-theft technologies such as tamper-proof panels and alarm systems.

c) Inadequate Staffing for Sanitation and Climate Functions

Wards in Lower Seme, West Nyakach, and East Kano lacked sufficient sanitation officers and climate focal persons, leading to gaps in behavior change campaigns, sanitation promotion, and community-level climate action planning. The department restructured staff schedules to prioritize high-risk areas. It also submitted a request to the County Public Service Board for targeted recruitment in sanitation and climate change roles. Meanwhile, partnerships with local CSOs and CHVs were leveraged to extend outreach.

d) Limited Water Quality Monitoring and Testing

The county lacked sufficient portable water testing kits and functional laboratories to monitor microbial and chemical safety of water points, particularly those in flood-prone areas like Nyando and low-lying Seme. Water samples were collected periodically and tested at regional labs through collaboration with KIWASCO and the Public Health Department. Budget provisions for rapid test kits and mobile water quality monitoring units were included in the FY2025/2026 budget.

e) Climate-Induced Disruptions

Prolonged dry spells followed by flash flooding disrupted ongoing construction and affected tree seedling survival rates in Muhoroni, Nyakach, and Obumba. The department incorporated flexible implementation timelines and began sourcing drought-resistant tree varieties. Sites affected by erosion were reinforced with gabions, and additional budget was reallocated to replant affected seedlings.

Recommendations

a) Institutionalize Preventive Maintenance and Community-Led O&M: Formalize community water user associations with clear roles in repairs, security, and tariff management. Introduce routine O&M schedules at sub-county level to reduce asset breakdowns and service interruptions.

b) Strengthen Water Quality Surveillance: Procure mobile testing kits and collaborate with national agencies (KEBS, MoH) for water safety campaigns. Train ward-level officers and CHVs in basic water sampling and reporting protocols.

c) Scale Renewable Water Systems with Theft-Deterrent Designs: Integrate anti-theft features (e.g., underground wiring, motion sensors) into solar installations. Pilot solar boreholes with remote monitoring in vulnerable areas such as Kobura and Seme.

d) Enhance Workforce Capacity: Prioritize the recruitment of ward-level WASH and climate officers in under-served areas. Organize quarterly refresher trainings on climate policy, behavior change communication, and technical supervision for sub-county staff.

e) Mainstream Climate Risk Planning in All Water Projects: Require that all infrastructure proposals include a climate risk-screening tool. Expand the use of early warning systems and climate advisories to guide implementation cycles, especially in flood-prone zones.

f) Expand Digital Tools and Project Dashboard: Roll out the water asset inventory tool countywide and integrate with FLLoCA M&E systems. Develop ward-level dashboards to track progress, functionality, and citizen feedback in real time.

3. DEPARTMENT OF MEDICAL SERVICES, PUBLIC HEALTH AND SANITATION

The Department of Medical Services, operating under the broader County Health and Sanitation portfolio, holds the core mandate of delivering curative and rehabilitative health services across Kisumu County. This mandate aligns with the Kenya Health Policy (2014–2030), Vision 2030, and the County Integrated Development Plan (CIDP III), all of which prioritize Universal Health Coverage (UHC) and the progressive realization of the right to health. As the backbone of the county's secondary and tertiary healthcare system, the department is responsible for the management of hospitals, diagnostic services, referral systems, pharmaceutical services, emergency medical services (EMS), blood safety, and specialized care. It works in synergy with the Department of Preventive and Promotive Health to ensure continuity of care from community to referral levels.

Sectoral Priorities

a) Health System Strengthening and Digital Transformation

- Accelerate digitization of service delivery through ICT infrastructure (e.g., installation of Starlink internet).
- Improve connectivity in peripheral health facilities to support real-time data reporting and telemedicine.
- Develop the FY 2025/2026 Annual Work Plan and Budget in alignment with KHIS data and community needs.

b) Integrated Support Supervision and Quality Assurance

- Conduct comprehensive and multi-disciplinary facility supervisions across all sub-counties.
- Evaluate facility performance across public, private, and faith-based service providers.
- Provide actionable feedback to improve standards, safety, and patient experience.

c) Expanded Outpatient and Inpatient Service Delivery

- Scale curative services, especially in sub-county hospitals and high-volume referral centres.
- Monitor inpatient flow metrics including bed occupancy, length of stay, and patient throughput.
- Ensure equitable distribution of medical commodities and essential drugs.

d) Improved Preventive and Promotive Health Outcomes

- Sustain high coverage for full immunization and maternal health indicators.
- Operationalize environmental and public health regulations in all sub-counties.
- Strengthen health promotion through ward-level multidisciplinary outreach.

e) Human Resource Development and Policy Implementation

- Conduct a countywide Training Needs Assessment (TNA).
- Facilitate further training and educational support for health workers.

- Finalize, launch, and initiate implementation of the Kisumu County Mental Health Policy.

Key Achievements

a) Strengthening Access to Health Services

The department operationalized two new health facilities in Nyakach (Siany Dispensary) and Kisumu West (Kanyakwar Health Centre), expanding access to outpatient and maternal services in underserved areas. These facilities now serve over 18,000 residents, reducing travel time and decongesting nearby hospitals. Furthermore, service integration efforts were scaled up across Level II and III facilities, with 20 additional facilities offering HIV, TB, Family Planning, and MNCH services under one roof. This integrated approach improved patient convenience and optimized staff utilization.

b) Infrastructure and Equipment Improvements

Through the County Equipment Upgrade Initiative, 15 health facilities received essential equipment including delivery beds, solar lighting systems, diagnostic kits, and autoclaves. Notably, Ahero Sub-County Hospital and Muhoroni Sub-County Hospital underwent critical infrastructure enhancements, such as expansion of maternity wings and installation of water tanks, enhancing service readiness. Biomedical engineering teams conducted 4 maintenance rounds during the quarter four, repairing over 70 pieces of equipment countywide. This minimized downtime of critical devices such as oxygen concentrators, lab centrifuges, and incubators.

c) Referral and Emergency Services

Ambulance response and referral networks were strengthened with the deployment of two additional ambulances to Seme and Nyando. 647 emergency referrals were coordinated. The department also trained 80 healthcare workers on emergency obstetric and neonatal care (EmONC), ensuring prompt interventions for maternal and child health emergencies, especially in remote rural areas.

d) Human Resources for Health (HRH) Deployment

In response to staffing gaps, the department recruited and deployed 34 health workers, including nurses, clinical officers, and lab technologists. Priority was given to Masogo, Chiga, and Kombewa facilities, which previously operated with critical staffing shortages. These deployments ensured 24-hour service coverage in at least 4 more rural dispensaries.

e) Health Systems and Data Management

The department improved routine data reporting through enhanced use of KHIS2 (Kenya Health Information System) and rollout of electronic medical records (EMR) systems in five additional high-volume facilities. Data quality reviews were conducted in Kisumu Central, Nyando, and Muhoroni, leading to improved reporting timeliness and reduced data discrepancies by 17%.

f) Partnerships and Stakeholder Engagement

Strong collaborations with development partners such as CHS, Amref, and KEMSA enabled efficient commodity supply chains and joint outreach campaigns. The department collaborated with CHS to conduct medical outreaches in flood-affected villages of Nyando, where over 3,000 clients received screening, immunization, and treatment services.

Challenges Encountered

Despite commendable progress across service delivery and system strengthening priorities, the department faced several operational and systemic challenges that impeded full realization of targets. The following outlines the key challenges and mitigation strategies applied:

a) Critical Human Resource Shortages at Lower-Level Facilities: Many dispensaries and health centres continued to operate with only one healthcare provider, typically a nurse, who was expected to offer a wide range of services, from outpatient care to health promotion and facility management. This overstretch compromised service quality and limited outreach. The department escalated the issue to the County Public Service Board (CPSB) and prioritized HR gap analysis in the Q1 recruitment plan. In the interim, task-shifting and mentorship support from nearby sub-county hospitals were employed.

b) Delays in Promotions and Career Progression: No promotions were processed, despite a growing number of eligible staff. This led to demotivation and lowered staff morale in some departments. Engagement with the County Public Service Board was initiated, and a proposal was developed to introduce a ring-fenced promotions budget and performance-based advancement framework in FY 2025/2026.

c) Inconsistent Availability of Essential Commodities: Stock-outs of vaccines, medical supplies, and pharmaceuticals were reported in certain PHC facilities, disrupting service continuity and patient confidence. The department revised its forecasting tools, improved linkage with KEMSA and non-state distributors, and encouraged facilities to maintain real-time stock registers. Redistribution from overstocked to understocked units was initiated.

d) Infrastructure and Utility Gaps in Rural Facilities: Several rural facilities lacked reliable electricity, water, and sanitation infrastructure, affecting infection control and cold chain maintenance. The department collaborated with the Department of Infrastructure and Development to prioritize solar installations and WASH upgrades in facility improvement plans.

e) Limited Community Engagement in Some Sub-counties: In some areas, low male involvement in reproductive health and resistance to immunization were reported. Health promotion teams were retooled with context-specific messaging, and community health volunteers (CHVs) were engaged to support door-to-door sensitization.

Recommendations

a) **Accelerate Recruitment and Equitable Deployment of Health Workers**: Fill staffing gaps, especially in rural dispensaries, through a data-informed recruitment plan, with emphasis on gender and professional mix.

b) **Establish a Promotions and Career Progression Fund**: Ring-fence resources within the HR budget for systematic, performance-based staff promotions and skill upgrading.

c) **Scale up Digitization and ICT Tools**: Expand connectivity and EMR rollout to all facilities, and integrate mobile health (m-Health) platforms for real-time decision support.

d) **Improve Forecasting and Supply Chain Resilience**: Automate commodity-forecasting tools at facility level and establish a buffer stock policy for high-risk commodities.

e) **Deepen Community Engagement Strategies**: Partner with CHVs, local leaders, and CBOs to co-design health campaigns that improve male involvement, immunization uptake, and youth health literacy.

f) **Expand Solarization and Facility Infrastructure Support**: Prioritize clean energy and WASH upgrades in health facility improvement plans, particularly in hard-to-reach areas.

4. DEPARTMENT OF ENERGY, TRANSPORT, ROADS & PUBLIC WORKS

The Department of Energy, Transport, Roads, and Public Works (ETR&PW) plays a foundational and transformative role in enabling Kisumu County's economic, social, and environmental development. As a critical infrastructure arm of the County Government, the department ensures the planning, development, and maintenance of essential infrastructure and energy systems that facilitate mobility, productivity, service delivery, and resilience across urban and rural areas. The department is organized into three core directorates, each with a distinct but complementary mandate:

A. Directorate of Roads and Public Works

This directorate is responsible for the design, construction, rehabilitation, and maintenance of the county's road network and public buildings. Its scope includes the development of rural access roads, inter-ward connectivity, and critical economic corridors, as well as technical support in architectural drawings, structural engineering, and Bill of Quantities (BoQs) for all county departments. It oversees the implementation of the County Roads Framework (CRF), a flagship programme that facilitates equitable road investments across wards and sub-counties. By enabling access to markets, health facilities, and schools, this directorate directly contributes to poverty reduction and inclusive growth.

B. Directorate of Transport and Mechanical Services

This directorate oversees the management and maintenance of the County Government's mechanical assets and fleet. It is tasked with providing mechanical engineering support, ensuring operational efficiency of plant and equipment, and coordinating transport logistics for various departments. The directorate also provides advisory services on transport systems planning, vehicle safety standards, and fleet rationalization. Through its emerging focus on e-mobility, retrofitting, and fleet digitization, this directorate is key to transitioning Kisumu's public sector transport systems towards more sustainable, cost-effective, and climate-responsive models.

C. Directorate of Energy

The Energy Directorate is charged with the formulation and execution of county energy policies and projects, including the rollout of street lighting, solar energy systems, and energy efficiency programmes. Its mandate includes expanding access to clean, affordable, and reliable energy in both urban and underserved rural communities. In alignment with national and global goals on sustainable energy access (SDG 7), the directorate engages with stakeholders such as the Ministry of Energy and Petroleum (MoEP), Rural Electrification and Renewable Energy Corporation (REREC), GIZ, IFC, and development partners to scale clean energy infrastructure, introduce smart meters in public facilities, and promote climate-smart public lighting. It is also the lead agency in mainstreaming the green transition through energy audits, green building standards, and innovation in municipal energy systems.

Together, the three directorates position the department at the core of Kisumu County's development agenda. The department's work directly contributes to the achievement of Universal Health Coverage (through road access to health facilities), agricultural transformation (through rural road networks), urban resilience (through energy and green infrastructure), and devolution delivery (through technical support to other departments on public infrastructure). The department focused on accelerating project delivery, improving inter-departmental collaboration, and strengthening climate-resilient infrastructure systems. Through its integrated approach, the department continued to shape a more connected, energized, and accessible Kisumu County.

Sectoral Priorities

a) Accelerated Delivery of County Roads Framework (CRF) Projects

Through the Directorate of Roads and Public Works, the department prioritized the full execution of 149 road projects across all seven sub-counties under the CRF programme. The objective was to improve rural-urban mobility, reduce travel time to markets, schools, and health centres, and enhance last-mile infrastructure for agriculture and trade. Specific focus was placed on sub-counties with delayed or rolled-over projects from Q2 and Q3, including Nyando, Kisumu West, and Nyakach.

b) **Rollout and Completion of Flagship and Strategic Inter-ward Roads**

The department targeted the completion of selected strategic connector roads and urban mobility corridors, including:

- Lolwe, Bao Beach, Ndere Island Road (Seme Sub-county), to boost eco-tourism access.
- Arina, Brilliant Road (Kisumu Central), to ease congestion within Kaloleni Estate.
- Mama Sarah Access Culvert (Kolwa East, Kisumu East), to facilitate community access and flood mitigation.

c) **Expansion of High-Mast Street Lighting for Safety and Economic Growth**

Under the Directorate of Energy, the department committed to installing 39 high-mast streetlights across urban centres, trading hubs, and emerging market areas to enhance safety, promote the night economy, and deter petty crime. Priority locations included:

- Kibos, Chiga, and Manyatta (Kisumu East)
- Kombewa and Holo (Seme)
- Ahero and Awasi towns (Nyando)

The lighting projects also aimed to stimulate micro-enterprise development by extending business hours and improving public confidence in public spaces after dark.

d) **Deployment of Smart Energy Systems in Public Institutions**

In collaboration with GIZ, CoMSSA, and the Ministry of Energy, the department rolled out a smart metering pilot in 9 selected public health facilities to improve energy monitoring, reduce wastage, and generate cost-saving insights for facility management. This initiative laid the foundation for scaling energy efficiency across all county-run buildings and institutions in the next fiscal year.

e) **Strengthening Design and Technical Supervision for County Infrastructure**

The Directorate of Public Works was tasked with delivering comprehensive design, structural assessment, and documentation for infrastructure projects across sectors such as Health, Education, Agriculture, and Youth Affairs. The department supported over 130 projects with technical drawings and Bills of Quantities (BoQs), ensuring timely approvals and quality assurance for county infrastructure pipelines. Special emphasis was placed on fast-tracking designs for hospital expansion, ECDE classrooms, and agricultural processing sheds in line with sectoral priorities.

f) **Advancing Sustainable Mobility and E-Mobility Transition**

In anticipation of Kenya’s broader transition to green transportation, the department participated in regional training and technical collaboration on electric vehicle retrofitting, energy-efficient fleet management, and low-emission transport systems. Kisumu positioned itself as a lead county in the E-mobility Africa Alliance initiative, with planning underway for pilot retrofits within the county government fleet and the development of policy guidelines on EV infrastructure.

g) **Crosscutting Strategic Focus includes:**

Across all directorates, the department emphasized:

- Climate resilience: integrating green standards in design and operations.
- Data-driven planning: improving asset mapping, project tracking, and performance dashboards.
- Public-private partnerships: expanding infrastructure finance and delivery models.

- Equity in service delivery: ensuring all sub-counties received a fair share of road and lighting investments.

These priorities collectively contributed to the county's broader development outcomes, including:

- Improved market access for farmers and traders
- Safer and more functional urban centres
- Lower energy costs and emissions in public facilities
- More professionalized and accountable project delivery

Key Achievements

A. Directorate of Roads & Public Works

The Directorate of Roads & Public Works demonstrated substantial progress in the implementation of road infrastructure projects aligned with the County Roads Framework (CRF) and strategic inter-ward connectivity goals. The department focused on addressing transport bottlenecks in rural and peri-urban areas while ensuring continuity for rolled-over flagship projects. Emphasis was placed on ensuring equitable distribution of road investments across the 35 wards and 7 sub-counties in Kisumu County.

a) County Roads Framework (CRF) Projects

Out of a total of 149 CRF projects planned, the department successfully completed 95 projects by end of June 2025, achieving 82% physical progress and covering approximately 235 kilometres of road works. This included grading, gravelling, drainage installations, and culvert works. Sub-counties such as Nyando (22 roads completed), Seme (14), and Kisumu West (19) recorded the highest levels of project completion.

In Nyando, the department prioritized access roads connecting Ahero market, Kobura rice schemes, and Ogendo Health Centre, improving transport for both farmers and health service users. In Seme, key roads such as Akado–Bar Olengo and Kombewa–Nduru access road were completed, enhancing links to ECDE centers and trading hubs. Kisumu West saw the rehabilitation of the Riat–Korowe feeder road and the upgrading of Otwenya culvert, reducing seasonal flooding and improving travel reliability.

b) Strategic and Flagship Roads

The department also pursued the implementation of 4 strategic inter-ward roads. These included:

- Lolwe-Bao Beach Road in Seme, intended to unlock tourism access to Ndere Island National Park. This 7.2 km road saw preliminary works and contractor mobilization but only achieved 1% progress due to logistical delays.
- Arina-Brilliant Road in Kisumu Central aimed at easing traffic congestion around Kaloleni Estate was delayed but remains prioritized for Q1 FY 2025/26.
- Sunga Box Culvert, a critical drainage intervention in North West Ward (Nyakach), was fully completed and commissioned.
- Mama Sarah Culvert in Kisumu East saw partial progress (30%), addressing flood-induced inaccessibility in the area surrounding Kogelo School.

c) Routine Manual Maintenance

The Directorate also executed manual maintenance works covering 186.4 km of rural access roads, engaging community-based maintenance teams. These activities focused on regravelling, vegetation clearance, and drainage cleaning, with notable activities recorded in Lower Nyakach, North Nyando, and East Kano.

d) Quality Assurance and Supervision

Despite logistical challenges, the directorate ensured that all completed projects underwent joint technical assessments, validating workmanship quality and alignment with BoQs. In partnership with the Public Works team, the roads directorate also supported field supervision for 26 projects that were experiencing slow progress, contributing to their acceleration and closure.

B. Directorate of Transport and Mechanical Services

The Directorate of Transport and Mechanical Services plays a crucial role in managing the county's fleet, mechanical assets, and transport logistics for service delivery across departments. The directorate focused on modernizing its operations, improving service efficiency, and laying the groundwork for the county’s transition to sustainable transport systems.

a) County Fleet Maintenance and Logistical Support

The directorate oversaw routine servicing and minor repairs of over 55 county vehicles and machines, including graders, water bowsers, and service vans. Mechanical support ensured continued project execution in sectors such as agriculture (farm input delivery), health (ambulance logistics), and education (ECDE furniture distribution). Despite limited spares and inadequate tools, field mechanical teams performed on-site repairs in Kisumu East, Muhoroni, and Nyando sub-counties, reducing equipment downtime and optimizing departmental productivity.

b) Electric Mobility Transition and Fleet Audit

In alignment with Kisumu County's green mobility agenda, the directorate led planning for the e-mobility transition strategy. This included:

- Hosting a regional technical workshop on EV retrofitting attended by officers from Kisumu, Nairobi, and Siaya.
- Launching a county fleet audit to assess vehicle fuel consumption, age, and conversion potential.

c) **Collaborating with the** E-Mobility Africa Alliance **and** IFC **to draft guidelines for** transitioning government fleet to electric vehicles, with pilot retrofitting planned for FY 2025/26.

d) Transport Policy Engagement and Inter-Departmental Support

The directorate provided logistical coordination for 6 major departmental events, including energy audits, roads monitoring tours, and disaster response support in flood-prone areas. It also developed initial proposals for a centralized county transport pooling system, aimed at reducing fuel wastage and overlapping vehicle usage.

C. Directorate of Energy

The Directorate of Energy was at the forefront of expanding clean energy access, public lighting, and promoting energy efficiency in public infrastructure. Its interventions were aligned with the County Energy Plan, SDG 7 goals, and the emerging Kisumu Green Economy Strategy.

a) High Mast Lighting Programme

The directorate targeted the installation of 39 high-mast floodlights to improve security, extend business hours, and support informal market operations. By the end of the financial year:

- 21 mast lights were successfully installed, representing 54.62% completion.
- Seme Sub-county achieved full installation (3/3), followed by Kisumu West (9/10) and Nyando (4/6).
- Installation works in Kisumu East and Muhoroni were slowed due to transformer unavailability and community site disputes.

Strategic sites lit include Chiga Market, Kibos Junction, Kombewa Town, and Holo Trading Centre, which are now experiencing increased economic activity during evening hours.

b) Smart Metering and Energy Efficiency Pilots

In partnership with GIZ and CoMSSA, the directorate deployed smart energy meters in 9 public health facilities including Ahero Sub-County Hospital, Gita Health Centre, and Rabuor Clinic. These installations provided real-time energy consumption dashboards, enabling cost-saving decisions and predictive maintenance for electrical systems. Energy audits were conducted in selected facilities, and the data is now feeding into the county's proposed Energy Efficiency Action Plan, expected to be finalized in FY 2025/26.

c) Technical Capacity Building and Policy Advisory

The directorate engaged in a series of technical learning events with national and international partners, contributing to:

Drafting of County Green Building Guidelines

- Participation in the Lake Region Economic Bloc (LREB) Energy Planners Forum
- Input into Kisumu's Municipal Solar Street Lighting Strategy

These engagements have positioned Kisumu County as a leader in subnational energy planning.

Challenges Encountered

a) The delay in procurement of critical materials, particularly for public lighting infrastructure and culverts, which slowed project execution. In response, the department initiated the development of framework contracts for commonly used infrastructure materials to streamline procurement in the next fiscal cycle.

b) Slow mobilization of contractors, which affected flagship road projects such as the Arina–Brilliant Road in Kisumu Central and the Lolwe-Bao Beach Road in Seme. The department responded by issuing default notices to non-performing contractors and reassigning works where possible to fast-track delivery.

c) The lack of adequate vehicles for project supervision was also a bottleneck, especially in remote areas. As a mitigation, the department adopted cluster-based scheduling and shared transport arrangements, while concurrently submitting a request for dedicated supervision vehicles in the FY 2025/26 budget.

d) Understaffing remained a persistent issue, particularly within the Public Works and Mechanical Services directorates. This limited the pace of BoQ preparation, field inspections, and post-repair certifications. The department prepared a staffing proposal aimed at recruiting additional engineers, architects, and energy officers to meet growing infrastructure demands.

Collaboration with national entities such as REREC experienced delays in the rollout of rural electrification components. To address this, the department convened high-level meetings with

REREC to realign joint implementation schedules and prioritize transformer upgrades for strategic locations

Recommendations

To strengthen the department's performance and impact in the coming financial year, several strategic actions are recommended.

a) Fast-Track Technical Staff Recruitment: The County Public Service Board should prioritize recruitment of technical staff, including engineers, surveyors, fleet managers, and electricians. Addressing these capacity gaps will enhance the department's ability to prepare designs, supervise works, and maintain public assets efficiently.

b) Expand High Mast Lighting and Initiate Repair Program: The department should expand the high-mast lighting programme to cover remaining wards and simultaneously establish a dedicated unit for lighting repair and maintenance. This will ensure sustainability of installed infrastructure and improved public safety.

c) Institutionalize Framework Contracts: The institutionalization of framework procurement contracts for frequently used items such as culverts, lighting poles, and fuel is also recommended. This will shorten lead times and reduce disruptions in project implementation.

d) Scale Up Smart Metering to Schools and Markets: Building on the success of the smart metering initiative, the department should leverage GIZ and CoMSSA learnings to expand energy efficiency solutions to more public institutions, by scaling up the deployment of energy-efficient technologies across public institutions. This includes schools, health centres, and market stalls. In line with the climate adaptation strategy, the County Heat Action Plan should be operationalized by integrating resilience features such as solar shading, passive cooling, and energy-efficient fittings into public infrastructure designs.

e) Adopt a Cluster-Based Project Supervision Model: The department should fast-track the completion of the 54 pending CRF road projects and 18 high-mast lighting installations rolled over into Q1 FY 2025/26. The launch of a digital project monitoring dashboard will enhance transparency, allow real-time tracking of project progress, and improve coordination with implementing partners. The proposed inter-sub-county supervision model, supported by newly procured utility vehicles, should be activated to enhance on-site inspections and quality assurance.

f) Finalize and Operationalize the County EV Mobility Plan: The department should convene an Infrastructure and Energy Sector Forum bringing together government, private sector, and development partners to review progress, align on priorities, and mobilize resources for flagship and strategic interventions. With these steps, the department is well positioned to deliver on its mandate and drive inclusive, sustainable development across Kisumu County.

5. DEPARTMENT OF LANDS, PHYSICAL PLANNING, HOUSING & URBAN DEVELOPMENT

The Department of Lands, Physical Planning, Housing, and Urban Development serves as a central enabler of inclusive and sustainable development in Kisumu County. Its overarching mandate includes the planning, management, and administration of land; promotion of orderly spatial development; provision of affordable and decent housing; and facilitation of well-governed urban areas and market centres. These responsibilities are grounded in the Constitution of Kenya (2010), the Physical and Land Use Planning Act (2019), the Land Act (2012), the Housing Act (Cap 117), and the Urban Areas and Cities Act (2011), as well as in the County Integrated Development Plan (CIDP III) and Kisumu County Spatial Plan.
The department is structured into four core technical directorates:

1. Lands and Land Administration – focusing on land ownership, regularization, titling, and adjudication.
2. Physical and Land Use Planning – promoting orderly development through the preparation and implementation of local physical development plans.
3. Housing and Human Settlements – enhancing access to decent and affordable housing and rehabilitating government housing stock.
4. Urban Development and Municipal Support – strengthening the governance and infrastructure of urban areas including cities, municipalities, and emerging towns.

Sectoral Priorities

a) Finalization and Operationalization of Spatial and Land Use Plans

The department aimed to fast-track the approval and gazettement of key spatial and land use plans. Priority was placed on finalizing the Kisumu City Physical and Land Use Development Plan, while initiating similar planning processes for emerging municipalities including Kombewa, Katito, Ahero, Awasi, and Muhoroni.

b) Informal Settlement Upgrading through KISIP II

A major priority was the accelerated implementation of the Kenya Informal Settlements Improvement Project (KISIP II), targeting infrastructure upgrades (roads, drainage, water, lighting, and sewerage) in settlements such as Bandani, Manyatta A and B, Nyawita, and Migosi, among others.

c) Land Banking and Acquisition for Public Use

The department committed to expanding the County's land bank by securing land for critical public services—health facilities, livestock markets, and disaster evacuation centers. Key sites targeted included Nyahera Ward, Kobura Ward, and GLUK-Kajulu for health, agricultural and industrial expansion.

d) Operationalization of New Municipalities

Establishing five new municipalities, Maseno-Holo, Kombewa-Bodi, Katito-Pap Onditi, Ahero-Awasi, and Muhoroni-Chemelil, by setting up municipal boards and developing frameworks for devolved urban service delivery.

e) Promoting Affordable Housing and Urban Renewal

Negotiations with the National Housing Corporation (NHC) and private sector players were prioritized to unlock housing projects including the proposed 480-unit Lumumba Affordable Housing Estate and the redevelopment of Ondiek Estate through a proposed debt-swap model.

f) Strengthening Urban Infrastructure (Public Lighting and Access Roads)

The department aimed to improve access and safety in peri-urban areas through installation of floodlights and improvements in road reserves in areas such as Maseno, Kombewa, and Katito.

Key Achievements

a) **Directorate of Lands and Land Administration**

The department's progress in land regularization and titling efforts in previously unplanned and tenure-insecure areas. In Obunga (Kisumu Central) and Kanyamedha (Kisumu East), the department, in partnership with the National Land Commission, facilitated boundary demarcation exercises and sensitized over 600 households on land rights, succession, and formal titling processes. Through collaborative mapping and community barazas, the department successfully resolved at least 22 long-standing boundary disputes, unlocking pathways for formal land registration. In Seme and Muhoroni, the department began cadastral updates for public land parcels such as schools and health centres, particularly in areas like Masogo, Akado, and Chemelil, securing land that had been vulnerable to encroachment.

b) Directorate of Physical and Land Use Planning

The department completed and validated five Local Physical Development Plans (LPDPs) for the growing townships of Kombewa, Katito, Sondu, Masogo, and Muhoroni. These plans provide zoning guidance for public utilities, residential expansion, commercial nodes, and green spaces, ensuring future growth occurs in an orderly and sustainable manner. In Katito (Nyakach), the LPDP integrated flood-prone areas using climate vulnerability overlays, guiding the siting of future infrastructure. Similarly, in Kombewa (Kisumu West) and Masogo (Muhoroni), the plans addressed longstanding urban sprawl and land-use conflicts by clearly delineating public land and road corridors. The department also supported site planning for new market centres and public institutions, including the preparation of development layouts for West Koguta (Seme) and Chiga (Kisumu East), ensuring land parcels are allocated legally and in line with spatial plans.

c) Directorate of Housing and Human Settlements

In response to the growing demand for dignified low-cost housing, the department initiated upgrades to 36 government housing units in Kisumu Central and Muhoroni, focusing on sanitation, roofing, and structural rehabilitation. This contributed to improved staff retention, particularly for critical personnel such as health workers and teachers. The department also accelerated informal settlement upgrading interventions through the National Slum Upgrading Programme (NSUP).

In Obunga, Manyatta, and Nyalenda A, the department installed 3 public sanitation blocks, improved drainage channels, and initiated public lighting installations—reaching over 8,500 residents directly and enhancing hygiene and security in densely populated areas. In Maseno, land was surveyed and set aside for the upcoming affordable housing pilot site, with architectural drawings and stakeholder engagement. This housing scheme, when implemented, will be the first county-led affordable housing intervention targeting low-income earners in peri-urban Kisumu.

d) **Directorate of Urban Development and Municipal Support**

Working through the Kenya Urban Support Programme (KUSP) and in partnership with the State Department for Housing and Urban Development, the department delivered significant infrastructure within the municipalities of Kisumu, Ahero, and Maseno. In Maseno Municipality, the department oversaw the construction of 500 metres of cabro-paved access roads, renovation of two market stalls, and the installation of solar street lighting, all of which have enhanced the operating environment for small businesses and public service access. In

Ahero, new storm water drainage lines were completed in two flood-prone estates, complementing broader efforts in Nyando to mitigate seasonal flash floods.

The department also facilitated the development of Urban Institutional Development Strategies (UIDS) and governance training for Municipal Boards, enhancing their ability to manage urban projects and improve citizen engagement in decision-making. In Kisumu City, support was extended to the City Board to review solid waste management zoning and draft an integrated street lighting plan. These efforts, though at early stages, are critical for improving the livability and productivity of the city.

Challenges Encountered

- **a)** The delayed mobilization of contractors under KISIP II Lot 2 affected settlement upgrading works in Migosi, Kibuye, and Nyalenda. These delays not only slowed physical works but also eroded community trust, with some beneficiaries questioning project commitment. The department engaged the contractors for clarification, flagged the issues to the national KISIP team, and facilitated re-mobilization to improve the delivery pace.
- **b)** Land-related disputes also threatened key projects. The planned Koguta survey process stalled due to unresolved cross-boundary disputes between Kisumu and Kericho counties. In Kombewa, a planned municipal headquarters project was halted due to competing private claims over the intended site. The department initiated legal engagement with the National Land Commission and the Ministry of Lands to seek arbitration and unlock affected parcels.
- **c)** A major recurring issue was the limited capacity for field enforcement and spatial development control. The available planning and inspection teams lacked adequate vehicles, and most officers were multitasking across thematic areas. To mitigate this, the department submitted a recruitment request for additional urban planners and enforcement officers under the FY2025/26 staffing plan. It also sought vehicle reallocation from the county transport pool.
- **d)** In titling and land registration, bureaucratic bottlenecks at national level delayed the issuance of title deeds for lands acquired in Kobura, Kajulu, and Nyahera. The department initiated a fast-track desk, working jointly with the Ministry of Lands to accelerate mutation approvals and deed processing.

Recommendations

a) Fast-Track Spatial Planning in Emerging Urban Centers: The department should complete boundary demarcation and plan formulation for Katito, Muhoroni, Kombewa, and Maseno municipalities. Partnerships with the Ministry of Lands and professional associations can speed up technical processes.

b) Scale Up Land Acquisition and Titling Efforts: Establishing a dedicated land acquisition desk, with legal, valuation, and surveying expertise, will reduce delays in securing land for county projects. Early engagement with communities and title processing agencies must be institutionalized.

c) Strengthen KISIP II Delivery through Improved Oversight: A mid-term review should be conducted to assess contractor performance, community satisfaction, and infrastructure impact. Clear guidelines for timely mobilization, grievance redress, and compensation processes must be enforced.

d) Operationalize New Municipalities Beyond Board Induction: Budget lines should be allocated for staff deployment, office setup, and service rollout in the five new municipalities. Where possible, shared infrastructure with sub-county administrations can be utilized as a start-up solution.

e) Advance Affordable Housing Initiatives through PPPs: Finalize negotiations with NHC and private developers to unlock Lumumba and Ondiek estate projects. Legal frameworks for debt swaps and community participation in allocation must be put in place early.

f) Enhance Human and Logistical Capacity: The County Public Service Board should prioritize the recruitment of urban planners, land surveyors, and enforcement officers. At least three additional field vehicles should be provided to boost spatial inspection and compliance operations across sub-counties.

g) Leverage GIS for Monitoring and Citizen Engagement: The GIS lab should be expanded into a full digital land information system (LIS) integrated with land registry and asset management tools. Ward-level dashboards can enhance transparency and citizen trust.

6. DEPARTMENT OF EDUCATION, TECHNICAL TRAINING, INNOVATION & SOCIAL SERVICES

The Department of Education, Technical Training, Innovation, and Social Services plays a critical role in advancing inclusive, equitable, and quality education while nurturing innovation and strengthening the social fabric across Kisumu County. Anchored in the County Integrated Development Plan (CIDP) 2023–2027 and aligned to the national Education Sector Policy and Vision 2030, the department's mandate spans early childhood education, vocational skills development, talent nurturing, social protection, and community empowerment. The department is structured into four main directorates:

1. Early Childhood Development Education (ECDE), responsible for policy implementation, infrastructure development, learning materials provision, and welfare of ECDE learners and instructors across public centers in the county.
2. Vocational and Technical Training (VTT), focused on equipping youth and adults with practical skills through County Vocational Training Centres (VTCs), facilitating industrial linkages, curriculum reforms, and skills upgrading.
3. Education Support Services and Innovation, which coordinates bursary and scholarship programs, promotes STEM education and digital literacy, and integrates innovation and ICT in learning ecosystems.

Social Services and Special Programmes, mandated to strengthen child protection, promote disability inclusion, support vulnerable populations (OVCs, PWDs, elderly), and advance social cohesion through community structures.

Sectoral Priorities

a) **Expansion of Access to Quality ECDE Infrastructure and Services**

- Completion of ECDE classrooms in underserved and remote areas to address overcrowding and improve learning conditions.
- Implementation of the county-wide ECDE feeding programme to boost learner retention and nutrition.
- Digitalization of learning through phased implementation of the EIDU platform targeting interactive content delivery in ECDE classrooms.

b) **Digital Transformation and Modernization of VTCs**

- Upgrading learning infrastructure in key VTCs to align with labor market demands.
- Partnerships with organizations like Stanbic Bank Foundation and Konza Technopolis to equip VTCs with computers and digital literacy kits.

- Commissioning of specialized training centres, including the automotive garage at Rotary VTC, and establishing Centres of Excellence at Akado VTC.

c) **Disability Inclusion and Strengthening of Social Welfare Services**

- Procurement and distribution of assistive devices (wheelchairs, crutches, walkers) to support persons with disabilities (PWDs).
- Infrastructure improvement of social halls and inclusive community spaces like Nyakongo Social Hall.
- Linkages with disability organizations and the National Council for Persons with Disabilities to reach more beneficiaries.

d) **Institutional Strengthening and Capacity Building**

- Training and upskilling of ECDE teachers in curriculum delivery, child-centered pedagogy, and digital literacy.
- Capacity building for VTC Boards of Governors and centre managers to improve governance and operational efficiency.
- Monitoring and documentation of best practices across ECDE and VTC facilities for future scale-up.

Key Achievements

a) Strengthening ECDE Infrastructure, Access, and Digital Learning

The completion of 20 ECDE infrastructure projects targeting schools with critical classroom shortages and inadequate facilities. In Central Nyakach ward, Kochieng' ECDE Centre benefited from a newly constructed classroom, significantly reducing congestion and supporting transition from temporary shelters. Similar infrastructural improvements were realized in Nyadina ECDE Centre (Masogo-Nyang'oma, Muhoroni) and Anyiko ECDE Centre (Kisumu West), which previously operated under deteriorated or incomplete structures.

In Obumba ECDE Centre (North Seme), the construction of a new classroom was completed ahead of schedule, driven by strong community engagement and timely contractor mobilization. Other notable projects included classroom refurbishments at Kit Mikayi ECDE (Kisumu West), roofing works at Kandaria ECDE (West Nyakach), and completion of sanitation facilities at Koguta ECDE (South West Nyakach). However, several centres such as Pundo ECDE (South East Nyakach) experienced delays in supply of roofing materials, which was later addressed through emergency procurement and reallocation of surplus from centrally stored inventory. 20 ECDE projects completed, including classrooms, latrines, and water systems.

b) **Advancement in Technical and Vocational Education and Training (TVET)**

The department achieved significant milestones in expanding access to skills-based education through vocational training centres. The most notable achievement was the commissioning of a state-of-the-art automotive garage at Rotary VTC (Kisumu Central). This facility became operational and is already providing hands-on training to over 120 learners in motor vehicle mechanics, promoting employability in a rapidly evolving sector. In Kisumu West, Akado VTC was approved as a Centre of Excellence for Automotive Engineering and Aquaculture. Designs and financing arrangements were finalized, and the institution is expected to pioneer dual certification in practical and academic TVET programming in FY2025/2026.

Furthermore, the department, through strategic partnerships with the Stanbic Foundation and Konza Technopolis, secured and distributed digital infrastructure to 13 VTCs. Key beneficiaries included Ojolla VTC (Kisumu West), Pap Onditi VTC (Nyakach), and Koru VTC (Muhoroni). Ahero VTC and Rotary VTC received a total of 75 computers, boosting their capacity to deliver ICT courses. However, in some institutions, lack of qualified ICT instructors was reported. To address this, a mentorship programme with volunteer trainers and digital ambassadors was launched in collaboration with the Ajira Digital Programme.

The department also distributed carpentry, welding, and fabrication tools to Chwa VTC (Nyando) and Pap Othany VTC (Nyakach), contributing to improved technical training delivery. Capacity-building forums were held for 72 Board of Governors (BOG) members, focusing on financial governance, legal compliance, and marketing strategies to enhance enrolment.

c) **Disability Inclusion and Social Infrastructure Enhancement**

Within social services, the department deepened its commitment to disability inclusion. 467 assistive devices were distributed across all sub-counties, with large-scale reach recorded in Kobura Ward (Nyando), Manyatta B (Kisumu Central), and Kolwa East (Kisumu East). The devices included 418 wheelchairs, 21 walking frames, and 28 crutches, providing essential mobility and independence to PWDs, particularly children and the elderly.

The process was conducted in partnership with the National Council for Persons with Disabilities (NCPWD) and several local rehabilitation centres. A key gap identified was the absence of long-term follow-up mechanisms for beneficiaries, especially those in remote areas. As a response, the department initiated a pilot tracking system using community health promoters and social workers to monitor usage, comfort, and necessary repairs.

Another notable achievement was the fencing and rehabilitation of Nyakongo Social Hall (Nyakach). The hall, once neglected and vandalized, was transformed into a safe, accessible space for community engagement, youth mentorship, and cultural expression.

d) **Programme Coordination and Institutional Strengthening**

The department made considerable strides in strengthening systems and stakeholder coordination. It finalized two strategic MOUs, one with Stanbic Bank Foundation (for digital upskilling) and another with World Vision Kenya (for inclusive education and infrastructure development). These collaborations bridged resource gaps and promoted innovation. Efforts to resume the county bursary programme were hindered by a court injunction, temporarily halting disbursements to over 29,000 students. The department has since developed a revised bursary framework and is engaging with the County Assembly and Judiciary to resolve pending legal issues.

In conclusion, the Department of Education, Technical Training, Innovation, and Social Services consolidate its role as a catalyst for inclusive development in Kisumu County. From ECDE classrooms in Kochieng' to digital labs in Pap Onditi VTC and assistive devices in Manyatta B, the department's footprint reached thousands of learners, trainees, and families. Gaps in staffing, infrastructure, and legal bottlenecks were met with adaptive strategies, leveraging partnerships, innovations, and targeted resource reallocations. These achievements have laid a strong foundation for transformative outcomes in FY 2025/2026.

Challenges Encountered

a) Suspension of Bursary Disbursement Due to Legal Injunction: One of the most critical challenges faced during the year was the suspension of the bursary programme following a court injunction. This legal impasse affected over 29,000 needy learners across the county, disrupting their access to education, particularly in secondary schools and VTCs. Parents and guardians raised concerns, and institutions reported increased absenteeism. The department worked closely with the Office of the County Attorney and the County Assembly to review the bursary disbursement framework. It initiated amendments to close legal and procedural gaps that had triggered litigation. A compliance roadmap was prepared for the rollout of bursaries in the next fiscal year, and affected households were issued communication through sub-county offices to manage expectations.

b) Inadequate Logistical Support for Monitoring and Supervision: The department lacked sufficient vehicles and motorcycles to support regular field visits to ECDE centres, VTCs, and social institutions. This limited the ability of officers to provide technical backstopping, follow up on project quality, or collect accurate field data, especially in Seme, Muhoroni, and Nyando sub-counties. To address this, the department integrated digital data collection tools into school-based reporting, relying on teachers, centre managers, and social workers to transmit progress updates. In select areas, coordination with ward administrators and community health promoters helped fill the monitoring gap.

c) Staffing Gaps in Key Technical Areas: Despite recruitment efforts, gaps persisted in specialized teaching areas such as ICT, special needs education, aquaculture, and mechanical engineering, particularly within VTCs in Muhoroni, Seme, and Nyakach. This delayed the rollout of advanced curricula and digital literacy programmes. The department collaborated with TVETA, Stanbic Foundation, and Ajira Digital Programme to mobilize volunteer instructors and arrange short-term mentorships. A workforce plan was also developed to guide future recruitment, focusing on equitable deployment across rural and urban VTCs.

d) Delays in Delivery of Equipment and Learning Materials: Procurement bottlenecks led to delayed delivery of construction materials and digital tools. This affected ECDE infrastructure completion timelines (e.g., in Pundo ECDE, South East Nyakach) and stalled the activation of ICT labs in Koru VTC and Ojolla VTC. The procurement office introduced framework contracting for high-demand supplies and fast-tracked deliveries through emergency procurement procedures, especially for classroom roofing and feeding programme supplies.

e) Lack of Long-Term Support Mechanisms for PWDs: Although 467 assistive devices were distributed, the absence of a structured post-distribution monitoring system limited follow-up on beneficiary satisfaction, fit, and maintenance. Some devices were reportedly unused or in need of repair. A pilot follow-up model was developed using community health volunteers, who will track device utilization during routine home visits. Plans are underway to digitize the registry of PWD beneficiaries for better targeting and support.

Recommendations

a) **Strengthen ECDE Infrastructure and Learning Environment**: Upgrade dilapidated ECDE facilities across underserved wards such as East Kano, South East Nyakach, and Kisumu Central to ensure safe, child-friendly learning environments. Prioritize ECDE classroom construction in high-density sub-counties like Nyando and Nyakach, where enrolment continues to outpace available infrastructure. Invest in accessible sanitation facilities and play equipment, particularly in public centres lacking child-sensitive amenities.

b) **Rationalize and Improve ECDE Teacher Deployment**: Equitably redistribute ECDE teachers to match pupil populations and reduce workload disparities, especially in areas with understaffing such as Muhoroni and Seme. Introduce a comprehensive needs-based recruitment framework, supported by workforce audits, to guide future hiring and deployment. Provide incentives and continuous professional development to improve retention and morale of ECDE teachers, particularly those in hardship areas.

c) **Enhance Learning Material Supply Chain and Equity**: Scale up the distribution of instructional materials to ensure 100% coverage in all public ECDE centres, prioritizing facilities in Kisumu Central and Seme which reported gaps. Establish a county-level EMIS (Education Management Information System) to track supplies, enrolment, and facility performance in real time.

d) **Institutionalize Monitoring, Supervision, and Quality Assurance**: Strengthen the role of Quality Assurance and Standards Officers (QASOs) at sub-county level to conduct routine assessments and provide pedagogical support. Deploy digital school monitoring tools for real-time tracking of attendance, material usage, and classroom performance. Encourage community-based school management committees (SMCs) to support local oversight and maintenance of ECDE infrastructure.

e) **Mainstream Inclusion and Equity in Early Childhood Development**: Ensure ECDE curriculum and environments are inclusive of children with disabilities, including provision of assistive devices, ramps, and trained special needs educators. Launch county-wide sensitization campaigns to promote enrolment and retention of girls, children from minority communities, and those in informal settlements.

f) **Strengthen Partnerships and Resource Mobilization**: Engage local businesses, civil society, and faith-based organizations in school feeding programs, infrastructural development, and teacher sponsorship. Leverage development partner support to fund innovations in early learning and digital literacy for pre-primary learners.

g) **Promote School Readiness and Transition**: Implement school readiness programs that prepare ECDE graduates for smooth transition to Grade 1, including structured assessments and psychosocial support. Facilitate joint planning between ECDE and primary school heads to align academic calendars, transition needs, and resource sharing.

h) **Invest in Data, Research, and Education Planning**: Conduct periodic Early Learning Status Assessments to guide investment decisions, policy development, and program targeting. Integrate GIS-based mapping of ECDE centres, workforce, and service gaps to optimize resource allocation and future planning

7. DEPARTMENT OF GENDER, UNDER THE BROADER DEPARTMENT OF SPORTS, CULTURE, GENDER, AND YOUTH AFFAIRS

The Department of Gender, under the wider umbrella of the Department of Sports, Culture, Gender, and Youth Affairs, plays a critical role in advancing gender equality, equity, social inclusion, and the protection and empowerment of vulnerable populations across Kisumu County. Its mandate is anchored in national and county gender policies, the Constitution of Kenya (2010), Vision 2030, and global commitments such as the Sustainable Development Goals (SDGs), particularly SDG 5 on Gender Equality.

The Department is a key enabler of inclusive development, social transformation, and citizen engagement in Kisumu County. Its mandate spans across critical social sectors that touch the lives of the youth, women, men, artists, athletes, and marginalized communities. Through a coordinated framework of cultural preservation, talent development, gender equality promotion, and youth economic empowerment, the department contributes to the creation of cohesive, healthy, and empowered communities. The department’s operational structure is anchored on four primary thematic areas:

1. Sports and Talent Development
2. Culture, Heritage, and the Arts
3. Gender Equality and Social Inclusion
4. Youth Empowerment and Civic Engagement

Sectoral Priorities

a) Revitalization of Community Sports and Talent Development

- Support inter-ward and inter-sub-county sports competitions to promote cohesion, talent scouting, and youth engagement.
- Upgrade select community sports infrastructure (fields, courts) to boost access for underserved youth and women.
- Strengthen sports clubs and teams through training of coaches, referees, and administrators.

b) **Promotion and Preservation of Culture and Heritage**

- Organize community cultural festivals and music competitions to showcase Luo heritage, traditional art, and contemporary performance.
- Support cultural troupes, artists, and youth creatives with platforms for economic empowerment and exposure.
- Collaborate with national museums and local elders to document and preserve intangible cultural heritage.

c) **Deepening Gender Mainstreaming and GBV Prevention**

- Conduct sensitization forums on gender equality, reproductive health, and GBV prevention across sub-counties and informal settlements.
- Establish and operationalize community-based GBV response mechanisms, including referrals, psychosocial support, and safe space pilots.
- Promote women's economic empowerment through capacity-building and linkages to revolving funds and procurement opportunities.

d) **Youth Skills Development and Economic Empowerment**

- Facilitate vocational training, digital skills boot camps, and entrepreneurship forums targeting out-of-school youth, especially in rural wards.
- Promote youth participation in governance through civic education, mentorship forums, and formation of youth advisory councils.
- Support the formation and registration of youth groups to access youth enterprise funding and AGPO opportunities.

e) **Institutional Development and Stakeholder Coordination**

- Strengthen departmental capacity through staff training, digitization of service delivery, and establishment of monitoring tools.
- Convene county-level stakeholder forums to harmonize youth, gender, and cultural initiatives with partners and CBOs.
- Advocate for increased budgetary allocation and partner co-financing to sustain and scale programs across the county.

Key Achievements

a) Sports and Talent Development

The department successfully organized a series of **inter-ward and inter-sub-county sports tournaments**, engaging over 4,000 youths in football, netball, and athletics across **Kisumu East (Kajulu), Muhoroni, Nyando, and Nyakach**. These events served not only as talent identification platforms but also as tools for promoting peace, cohesion, and youth dialogue.

In Kisumu Central, technical support was extended to local sports clubs through equipment donations and coaching clinics. Additionally, the rehabilitation of Obunga Youth Grounds and clearing of Kombewa pitch in Seme were completed, expanding access to structured recreational spaces. See below specific breakdown of achievements per sub-county and wards:

- In Obunga Ward (Kisumu Central), the Obunga Youth Grounds were fully rehabilitated, providing a vibrant venue for football and athletics.
- Kajulu Ward (Kisumu East) hosted inter-ward football and volleyball competitions, engaging over 500 young people.
- In Chemelil (Muhoroni) and Kobura (Nyando), village-based football tournaments were held, attracting over 300 participants and boosting social cohesion.
- The Kombewa pitch (Seme) was cleared and prepared for use, enabling year-round sports activity.
- Technical support including coaching and uniforms was extended to grassroots clubs in Maseno (Kisumu West) and Ahero (Nyando).

As indicated above, these interventions benefited more than 4,00 youth countywide. However, the absence of county-level sports academies and limited access to equipment in rural wards remain persistent challenges.

b) Culture and Heritage Promotion

The department hosted the **Kisumu County Cultural Festival** in **Nyakach**, drawing participation from over 30 community troupes representing various wards. Traditional dances, folklore storytelling, and visual arts were exhibited. The department partnered with artists from **Seme and Kisumu West** to produce a youth-led cultural documentary, part of an effort to preserve oral heritage. Grants were also extended to **12 cultural groups** across the sub-counties to support stage productions and costume development. Despite the progress, challenges such as the lack of a county cultural center and limited recording equipment hinder broader cultural documentation.

c) **Gender Equality and Social Inclusion**

The gender directorate prioritized GBV prevention, economic empowerment of women, and mainstreaming gender at the ward level:

- Manyatta (Kisumu Central) and Katito (Nyakach) were among the key locations for 15 GBV forums, attended by CHVs, boda boda operators, and women groups.

- South West Kisumu and Nyando hosted two pilot safe spaces offering survivor counseling and legal referral support.
- Women groups in **Muhoroni and Seme** were trained on business skills and linked to the Uwezo Fund and local SACCOs, resulting in the formation of 19 new women-led enterprise groups.
- Economic empowerment training reached 100+ women in Kobura (Nyando), Ombeyi (Muhoroni), and North Seme, leading to the registration of 19 new women groups.
- SRHR and positive masculinity forums were held in Rabuor, West Nyakach, and Kolwa Central, with over 800 residents engaged.

The directorate recorded growing demand for gender-responsive programs, but field coverage was constrained by limited personnel and resource gaps.

d) **Youth Empowerment and Livelihoods**

This directorate expanded its outreach in digital skilling, vocational training, and civic engagement:

- Through collaborations with NGOs and the private sector, the department facilitated **digital skills boot camps** in **Kisumu Central, Kisumu West, and Nyando**, with over 350 youth trained in digital skills across Kisumu West (Maseno), Kisumu Central (Nyalenda), and Nyando (Ahero)
- Vocational skills programs in tailoring (Nyakach), welding (Muhoroni), and agribusiness (Seme) reached over 130 out-of-school youth in tailoring, welding, and agribusiness.

The department also launched a **Youth in Governance mentorship series**, with townhall forums held in **Ahero, Maseno, and Kombewa**, aimed at fostering political inclusion and civic consciousness. Still, the lack of a county-wide internship framework and startup support package limits long-term impact.

e) Participation in National and Regional Competitions:

The department successfully mobilized and supported Team Kisumu’s participation in the Kenya Inter-County Sports and Cultural Association (KICOSCA) Games held in Kakamega County. Over 150 athletes and staff from Kisumu competed in athletics, football, volleyball, darts, and other disciplines, registering commendable performance and promoting inter-county cohesion.

Additionally, Kisumu County cultural ambassadors participated in the FESTAC (Festival of African and Traditional Arts and Culture) hosted in Nairobi, where Kisumu’s delegation performed traditional music and dances that showcased Luo heritage. This raised the county's national cultural profile and created an opportunity for artists to network and gain exposure. These national engagements significantly contributed to:

- Visibility and brand positioning of Kisumu County at the national stage;
- Motivation of grassroots talent through representation at elite events;
- Networking and benchmarking for cultural officers and coaches.

Challenges Encountered

a) Inadequate Sports infrastructure e.g. unlevelled pitches, Lack of sanitation, no lighting
b) Insufficient dedicated cultural facilities and storage of artefacts
c) Staffing gaps, especially in gender and youth directorates.
d) Limited Funding for the GBV safe houses and follow up support
e) Youth training programs not linked to internships or funding for start ups
f) Inconsistent Participation in the Civic engagement forums
g) Weak monitoring systems for field programs

Recommendations

a) Infrastructure Investment: Allocate dedicated budget for upgrading and maintaining youth-friendly sports grounds and cultural centers in all sub-counties. Also, prioritize fencing, water access, sanitation, and lighting in rehabilitated grounds (e.g., Obunga, Kombewa).
b) Human Resource Enhancement: Recruit at least one Gender Officer and one Youth Officer in each sub-county. Strengthen capacity of existing officers through quarterly training, peer exchange, and mentorship.
c) Scale GBV Response Infrastructure: Expand safe space pilots to at least 5 wards with high GBV incidence (e.g., Rabuor, Manyatta, Katito, Kolwa Central, Nyamaroka). Establish mobile GBV support teams in partnership with the Department of Medical Services and Legal Aid Board.
d) Strengthen Youth-to-Work Pipelines: Develop structured internship and apprenticeship frameworks in collaboration with the County Trade Department and local businesses. Formalize linkages between vocational training graduates and public works or agribusiness development programs.
e) Institutionalize Cultural Development: Initiate development of the Kisumu County Cultural Centre and register community-based cultural groups for easier funding access. Digitize cultural content and collaborate with academic institutions for documentation and archiving.

f) Improve Monitoring and Knowledge Management: Fully roll out mobile-based field monitoring for all directorates by Q2 of FY 2025/2026. Establish a centralized digital dashboard to track gender, youth, and cultural program indicators across all sub-counties.

g) Strengthen Partnerships: Continue leveraging relationships with NGOs, CBOs, and faith-based actors for resource mobilization and joint delivery, particularly in youth skilling and GBV prevention. Host quarterly coordination meetings with development partners to align programs and avoid duplication.

8. DEPARTMENT OF TRADE, TOURISM, COOPERATIVES, INDUSTRIALIZATION, AND MARKETING

The Department of Trade, Tourism, Industry, and Marketing plays a central role in driving Kisumu County's economic transformation agenda through the promotion of sustainable enterprise development, value addition, investment promotion, tourism diversification, and market access for small-scale traders. In line with the County Integrated Development Plan (CIDP III), the department is mandated to develop policies and programs that foster a vibrant local economy while integrating informal sector actors into structured and competitive value chains.

During FY 2024/2025, the department focused on consolidating gains from rolling out targeted interventions to accelerate post-COVID recovery among MSMEs, promote structured trade facilitation, enhance the performance of cooperative societies, and reposition Kisumu as a regional tourism and investment destination. These interventions were implemented under the guidance of the County Trade and Markets Act, Cooperative Development Policy, and Tourism Strategy. Structurally, the department comprises the following core directorates and units:

- **Directorate of Trade and Enterprise Development:** Responsible for licensing, trader capacity building, SME support services, and development of market infrastructure.
- **Directorate of Cooperatives:** Oversees registration, capacity development, and supervision of cooperative societies across the county.
- **Directorate of Tourism and Hospitality:** Focuses on destination branding, promotion of cultural heritage, and stakeholder coordination for tourism development.
- **Investment and Marketing Unit:** Supports investor attraction, trade fairs, product promotion, and strengthening linkages between producers and markets.

Strategic Priorities

a) **Strengthening Market Infrastructure and Trader Support Services**

The department prioritized the rehabilitation, construction, and upgrading of market facilities across urban and rural centers to improve the working environment for traders. This included provision of sanitation amenities, lockable stalls, storage units, and roofing works. Key markets targeted included Chiga (Kisumu East), Muhoroni Central, Ahero (Nyando), Katito (Nyakach), and Kombewa (Seme). The department also supported trader organizations with registration, licensing, and capacity-building on compliance with business regulations.

b) **Expanding Financial Inclusion and SME Support**

Recognizing the financial constraints faced by informal businesses, the department focused on enhancing access to enterprise financing. Working closely with national institutions like the Micro and Small Enterprise Authority (MSEA), Kenya Industrial Estates (KIE), and the Hustler Fund, the department facilitated group-based applications for revolving loans and offered financial literacy training across sub-counties. Women-led and youth-led MSEs were given particular attention in Masogo-Nyang'oma, Manyatta, and Awasi.

c) **Cooperative Development and Governance Reforms**

Revitalizing dormant cooperatives and improving governance in active ones was a key priority. The department deployed cooperative officers to support AGMs, statutory audits, registration of new SACCOs, and conflict resolution in societies facing internal disputes. Notable focus was given to cane farming cooperatives in Muhoroni, dairy cooperatives in Nyakach, and fisheries cooperatives in Kisumu West and Central.

d) **Tourism Revitalization and Cultural Promotion**

In a bid to revive the tourism sector, which was heavily affected by the post-pandemic downturn, the department invested in domestic tourism activation. It supported the organization of the Dunga Cultural Festival, undertook branding of the Impala Sanctuary access area, and mapped new cultural tourism circuits in Seme and Nyakach. Partnerships with county-based tour operators, hospitality players, and heritage custodians were strengthened to position Kisumu as a unique lakeside destination.

e) **Investment Promotion and County Marketing**

The department enhanced its investment facilitation work by profiling investment-ready projects, including agro-processing, artisanal mining, and eco-tourism ventures. Participation in the Kenya International Investment Conference and regional trade exhibitions enabled

Kisumu to showcase its comparative advantages. Internally, promotional materials were developed for selected investment clusters in Kisumu East, Nyando, and Muhoroni.

f) **Digitization of Trade Licensing and Market Data Systems**

To promote efficiency and transparency, the department scaled up the use of digital platforms for business licensing and market management. Sub-county trade officers were trained on electronic revenue collection and trader registration systems. In markets such as Otonglo, Daraja Mbili, and Kibuye, pilot testing of digital stall allocation and fee payment systems commenced.

g) **Cross-Sectoral Coordination and Stakeholder Engagement**

The department prioritized multi-stakeholder forums at county and sub-county levels to harmonize trade-related interventions. These included trade cluster meetings, cooperative dialogues, and joint inspections with the Departments of Health, Finance, and Enforcement to improve market compliance and safety standards.

These strategic priorities were designed to not only address persistent sectoral challenges such as informality, limited access to capital, and weak infrastructure but also to position Kisumu County as a competitive player in regional trade and investment. The outcomes of these efforts are elaborated in the next section under key achievements and strategic pillar analysis.

Key Achievements

a) **Trade and Enterprise Development**

The department oversaw ongoing improvement works in **Kibuye Market (Kisumu Central)**, including sanitation upgrades and structured relocation of traders to enable phased construction. In **Katito (Nyakach)** and **Muhoroni Central**, 135 traders benefited from allocation of new market stalls under the CRF-supported interventions. These efforts enhanced hygiene, orderliness, and safety in high-traffic informal markets. Trade officers conducted compliance and awareness drives in all sub-counties, leading to the licensing of 1,246 traders, most notably in **Kondele, Ahero, and Kombewa**. The drive also contributed to improved Own Source Revenue (OSR) collection and trader registration. Over 400 small-scale traders, 65% of them women, participated in business development training held in **Kisumu East, Nyando, and Seme**, covering topics like taxation, record keeping, and AGPO registration.

b) **Tourism Development and Promotion**

The department completed a geo-tagged database of **25 tourism sites** across Kisumu County, including sites in **Ndere Island (Nyakach), Fort Tenan (Muhoroni), Kit Mikayi (Seme), and Kisumu Impala Sanctuary**. The profiling is aimed at anchoring the county's tourism investment and packaging strategy. Technical support was extended to at least 10 community-based tourism groups including **Kit Mikayi Cultural Dancers** and **Nyamaroka Eco-Tourism Group**, enhancing product development and readiness for domestic tourist hosting. Kisumu County participated in the **National Tourism Expo** in Nairobi, showcasing cultural artifacts, culinary products, and local artists from Nyakach and Seme, thereby positioning Kisumu as a lakeside tourism hub.

c) **Industrial and Investment Promotion**

The department facilitated forums with Jua Kali artisans in **Kondele, Maseno, and Awasi**, addressing access to public procurement opportunities, skills upgrading, and collective branding of metal works and furniture products. A draft framework for the Kisumu County Investment and Industrial Promotion Policy was completed and shared for stakeholder input. This will provide incentives and regulations to attract SMEs and larger investors into industrial parks.

d) **Marketing and Value Chain Support**

Weekly market days were formalized in **Koru, Nyakach, and Nyamasaria**, with county-level branding materials provided. This improved visibility and attracted cross-border buyers. The department supported 5 producer cooperatives in **rice (Ahero), fish (Dunga), and dairy (Koru)** with marketing support, packaging, and connections to buyers within Kisumu and neighboring counties.

e) Cross-Cutting Success: Inter-Sectoral Coordination and Stakeholder Engagement

A notable cross-cutting achievement was the strengthening of partnerships with key stakeholders. The department co-hosted trade forums with the **County Department of Finance** (for revenue integration), **Public Health** (for sanitation standards in markets), and **Youth Affairs** (for youth enterprise development). Engagements with CSOs, banks, cooperative unions, and tour associations enhanced project implementation, reduced duplication, and catalyzed resource mobilization.

Challenges Encountered

a) **Inadequate Infrastructure and Stalled Market Upgrades:** Many markets, especially in **Kisumu East (Nyamasaria)**, **Kisumu West (Maseno)**, and **Muhoroni (Omondi)** lacked adequate sheds, sanitation facilities, and drainage systems, leading to trader congestion, poor hygiene, and reduced customer confidence. The department, in collaboration with the Directorate of Public Works, prioritized critical upgrades in phases. Temporary solutions such as portable toilets and open-air platforms were provided pending full infrastructure budgets in FY 2025/26.

b) **Staffing Gaps Across Directorates:** The department has only a limited number of cooperative and tourism officers, with some sub-counties such as **Seme** and **Muhoroni** lacking full-time personnel. Officers were cross-deployed across wards and sub-counties on rotational assignments. In some cases, trade officers were given additional training to temporarily support cooperative and tourism-related work.

c) **Low Awareness of AGPO and Compliance Requirements:** A large proportion of micro and small enterprises (MSEs), especially women-led ones, were unaware of the Access to Government Procurement Opportunities (AGPO) and business compliance requirements. The department rolled out six sensitization forums in target wards, prioritizing women and youth-led enterprises, and linked them to Huduma Centres and online registration portals.

d) Limited Budget for Tourism Promotion and Product Packaging: Though Kisumu County has strong cultural and ecological tourism potential, budgetary allocation for tourism product development and marketing remained minimal. The department collaborated with Kenya Tourism Board, Lake Region Economic Bloc (LREB), and community-based groups to promote destinations such as Ndere Island, Kit Mikayi, and Dunga Wetlands through joint platforms, expos, and volunteer-driven mapping.

e) **Cooperative Dormancy and Governance Disputes:** Several cooperative societies, particularly in **Muhoroni and Nyakach**, had become dormant due to poor leadership, internal conflicts, and lack of audit compliance. The directorate organized revival meetings, offered governance training, and began preliminary financial audits to reactivate viable groups and link them to county-level funding and marketing platforms.

Recommendations

a) **Increase Budgetary Allocation for Market Infrastructure**: Focus should be placed on completing phased upgrades in **Maseno, Ahero, Nyamasaria**, and **Koru**, prioritizing sanitation, roofing, and vendor zones.

b) **Recruit Additional Field Officers**: At least 4 new officers (2 for Tourism, 2 for Cooperatives) should be deployed in underserved sub-counties to improve outreach and service delivery.

c) **Establish Ward-Based Trade Committees**: Empower trader leadership structures to handle dispute resolution, sanitation compliance, and space allocation at grassroots level.

d) **Digitize Licensing and Revenue Collection**: Adopt mobile licensing platforms to improve compliance, data tracking, and reduce human interference in fee collection.

e) **Integrate Youth and Women Enterprises into Procurement Chains**: Formalize county partnerships with AGPO-registered groups, link them to cooperative marketing and artisan hubs.

f) **Enhance County Tourism Strategy**: Build a tourism investment portal, finalize the Kisumu Tourism Master Plan, and support community-driven ecotourism in **Seme, Nyakach**, and **Nyando**.

9. DEPARTMENT OF PUBLIC SERVICE, COUNTY ADMINISTRATION & PARTICIPATORY DEVELOPMENT.

The Department of Public Service, County Administration and Participatory Development (PSCAPD) plays a foundational role in strengthening governance, institutional coordination, service delivery, and citizen participation across Kisumu County. Its core mandate is to provide strategic leadership and oversight in public administration, human resource management, civic engagement, and the promotion of effective and accountable governance structures at all levels. Anchored in the Constitution of Kenya (2010), the County Governments Act (2012), the Public Service Commission Act, and the County Integrated Development Plan (CIDP III), the department serves as the administrative engine that supports all other county departments and governance structures. It is also the principal vehicle for operationalizing devolution through the deployment of public officers, operationalization of sub-county and ward offices, and facilitation of civic education and public participation frameworks. The department is structured into four primary directorates:

1. **Public Service Management and Human Resource Development**
2. **County Administration and Field Services**
3. **Public Participation and Civic Engagement**
4. **Disaster Risk Management and Special Programmes**

Strategic Priorities

a) Institutionalization of Performance Management

To foster a results-oriented public service, the department prioritized:

- Full cascading and monitoring of departmental Performance Contracts (PCs).
- Integration of performance tracking tools across departments and directorates.

- Capacity building of HR officers and departmental heads on performance reporting and evaluation.

b) **Enhanced Public Participation and Civic Education**

In pursuit of deepened democratic engagement and transparency, the department focused on:

- Convening **County Dialogue Days** to capture citizen voices in planning and budgeting.
- Scaling civic education campaigns on climate action, devolution, and service rights.
- Localizing civic content in vernacular languages for broader reach.

c) Strengthening of County Administration Systems

Recognizing the foundational role of Ward and Sub-County Administrators in service delivery, the department worked to:

- Improve coordination and reporting from decentralized units.
- Facilitate operational logistics including transport, ICT, and fuel.
- Build the leadership and administrative capacity of frontline officers.

d) Disaster Preparedness and Humanitarian Coordination

To enhance county resilience and early response capacity, the department undertook:

- Activation of flood preparedness protocols and multi-agency coordination.
- Risk communication to communities prone to floods and displacement.
- Strengthening the link between chiefs, community leaders, and county DRM units.

e) Service Delivery Monitoring and Citizen Feedback

To promote accountability and responsiveness, the department institutionalized:

- **Huduma Mashinani** – a mobile service delivery initiative gathering public feedback in situ.
- Monitoring of service delivery bottlenecks and community grievances.
- Use of real-time tools and structured community scorecards.

Key Achievements

a) Public Service Management & Human Resource Development

The department successfully finalized the implementation of the county-wide staff rationalization plan. Over 320 county officers were either redeployed or promoted based on merit and capacity needs. A notable achievement was the rollout of a Digital Performance Appraisal System, which enabled more transparent and timely evaluations for county employees across all departments. In collaboration with the County Public Service Board, the department conducted three in-service trainings for administrative and HR officers on values and ethics, digital HRMIS usage, and gender-sensitive workplace conduct. These interventions enhanced organizational efficiency and alignment with public service delivery standards.

b) County Administration and Field Services

Through the Huduma Mashinani framework, the department operationalized 12 previously dormant ward offices, refurbishing and equipping them with ICT and logistical tools. This improved citizen access to government services and provided a visible government presence at the grassroots. Field mobility was further improved with the deployment of 8 motorcycles and 3 utility vehicles to sub-county and ward offices, enabling real-time reporting, coordination, and oversight of county programs. Across all 7 sub-counties, Ward and Sub-county Administrators facilitated quarterly development coordination forums with other departments and stakeholders.

c) Civic Engagement and Public Participation

In line with legal requirements and the County Planning Cycle, the department convened public participation forums in all 35 wards, reaching approximately 12,500 residents. These forums were critical for gathering community input into the preparation of the FY 2025/2026 Annual Development Plan (ADP). Civic educators also conducted focused awareness campaigns on devolved governance, access to public services, and citizen rights—especially targeting women, youth, and persons with disabilities. Feedback tools such as suggestion boxes, SMS platforms, and barazas were used to ensure inclusive participation and documentation of citizen priorities.

d) Disaster Risk Management and Special Programmes

With increasing flood-related risks in Nyando, Nyakach, and Kisumu East, the department activated Rapid Response Units in collaboration with the Kenya Red Cross, County Disaster Committees, and the National Disaster Operations Centre. A total of 10 emergency alerts were responded to, saving lives and livelihoods through early warning, evacuation, and relief coordination. Community-level risk mapping exercises were conducted in 12 vulnerable wards, which informed the development of localized contingency plans. Relief items including food, bedding, and hygiene kits were distributed to over 800 households affected by seasonal floods and fire outbreaks.

Challenges Encountered

a) **Delayed Submission of Departmental Performance Contracts:** Some departments were slow to finalize and submit their PCs, especially in aligning indicators to sector-specific outcomes. This delay risked non-compliance with timelines for cascading and hindered timely reporting on progress. The department increased interdepartmental follow-ups and offered targeted support to departments facing technical capacity constraints in drafting and submitting their PCs.

b) **Low Turnout in Civic Forums:** In certain rural wards, civic education forums and dialogue days recorded lower-than-expected attendance, largely due to insufficient pre-event mobilization and limited public awareness. The department strengthened community mobilization by leveraging Ward Administrators, village elders, and religious leaders. Plans were also made to integrate civic messaging into vernacular radio and local FM stations.

c) Logistical Gaps in Field Coordination: Some Sub-county and Ward Administrators experienced logistical challenges such as fuel shortages and delayed facilitation, which impacted field supervision and administrative reporting. The department prioritized essential facilitation requests and revised internal resource allocation to ensure continued field presence for critical service monitoring.

d) Inadequate Real-Time Data for Disaster Response: During flood events in Nyando and Kisumu West, accurate and timely household-level data was not readily available, making it difficult to estimate needs and coordinate relief distribution. The department collaborated with local chiefs and volunteer networks to conduct rapid assessments and initiated plans to develop a mobile-based disaster reporting tool for use in future emergencies.

Recommendations

a) **Institutionalize Quarterly Performance Clinics**: To improve monitoring and compliance, the department should hold quarterly performance review clinics for all departments and provide continuous support in PC tracking.

b) **Localize Civic Education through Radio and Theatre**: To reach wider and more diverse audiences, civic content should be translated into local languages and disseminated via vernacular radio, community theatre, and social media.

c) **Digitize Huduma Mashinani Feedback Tools**: Develop a mobile or web-based tool for recording, tracking, and analyzing feedback gathered during Huduma Mashinani forums for real-time insights.

d) **Accelerate Development of Public Service Audit Framework**: Finalize the draft tools for HR audit and performance tracking and initiate a phased roll-out starting with two pilot departments.

e) **Strengthen DRR Reporting Infrastructure**: Develop mobile-friendly templates and dashboards for early warning, incident mapping, and post-disaster needs assessment in coordination with chiefs and sub-county teams.

10. DEPARTMENT OF FINANCE, ECONOMIC PLANNING & ICT (E-GOVERNMENT) SERVICES

The Department of Finance, Economic Planning & ICT (E-Government) Services is mandated to spearhead prudent economic management, sound public financial practices, strategic policy planning, and the integration of digital governance systems in Kisumu County. It plays a central role in driving fiscal discipline, institutional efficiency, citizen engagement, and evidence-based decision-making across all sectors of the County Government. In line with the Public Finance Management (PFM) Act, 2012, and the Constitution of Kenya 2010, the department is responsible for coordinating the county's budgeting cycle, economic planning, revenue forecasting, expenditure control, and policy formulation. This also includes monitoring and evaluation (M&E) of development initiatives to ensure value for money and measurable outcomes.

Additionally, through the Directorate of ICT, the department leads the county's digital transformation agenda. It is mandated to automate public service delivery, enhance digital access and connectivity, ensure effective management of ICT infrastructure, and promote open governance through accessible information systems. The integration of ICT in public service enables real-time access to data, improved planning tools, and enhanced accountability.

Strategic Priorities

a) **Completion of the County Budget Process for FY 2025/2026**

- Finalize and submit the County Budget Estimates to the County Assembly for deliberation and approval.
- Prepare the corresponding Appropriation Bill and publish the approved budget.
- Consolidate and publish Budget Implementation Report to enhance fiscal accountability and public transparency.

b) **Strengthening Public Finance Management (PFM) Systems**

- Promote fiscal discipline by ensuring timely, transparent, and realistic revenue and expenditure planning.

- Improve the quality of expenditure through accurate performance tracking and publication of quarterly budget implementation reports.
- Support the rollout and operationalization of key financial management systems including IFMIS and the Biometric Payroll Verification Tool.

c) **Advancing Evidence-Based Policy and Planning**

- Finalize the draft of the **Second Kisumu County Statistical Abstract (CSA 2024)** to support planning, resource allocation, and M&E functions.
- Enhance capacity in data analysis and economic forecasting to support development of sectoral plans and performance reporting.

d) **Enhancing Participatory Planning and Budgeting**

- Organize and conduct **public hearings** across the sub-counties to gather citizen views on the FY 2025/2026 budget.
- Promote inclusivity by ensuring participation of marginalized groups, youth, women, persons with disabilities, and civil society in the planning process.

e) **Driving Countywide ICT Integration and Digital Transformation**

- Support the design and deployment of the **County Revenue Streams Mapping Survey Tool** to identify, geolocate, and digitize county revenue sources for integration into the Revenue Management System.
- Provide continuous system support for existing platforms including the **E-Board**, **Biometric System**, **EDMS**, and **Fleet Management System**.
- Modernize the **County Website and Digital Information Screens** to provide real-time access to services and information for citizens and county staff.

f) **Building Internal Capacity and Digital Literacy**

- Roll out structured training programs for ICT staff and other county users to ensure effective utilization of existing systems.
- Engage interns and student attachés to support system development, troubleshooting, and digital service delivery, while building a pipeline of local digital talent.

g) **Policy and Legal Framework Strengthening**

- Fast-track the approval and operationalization of the **County ICT Policy** to guide digitization and e-governance.
- Initiate development of a **County Statistics Policy** to institutionalize data governance, standardization, and coordination across departments.

h) Enhancing M&E Systems.

- Strengthening ward M&E Structures at the Sub-County Levels.
- Heightening monitoring of Development projects.

These priorities aimed to enhance service delivery, promote good governance, and lay a strong foundation for sustainable socio-economic development across Kisumu County. The department's coordinated efforts reflect a strong commitment to accountability, inclusivity, innovation, and evidence-led policy implementation.

Key Achievements

a) **Successful Finalization of the FY 2025/2026 Budget**

County Budget Estimates for FY 2025/2026 were prepared, submitted to the County Assembly, and subsequently published for public access. The **Appropriation Bill** for the approved budget was drafted and submitted to guide legal expenditure authorization in the new financial year.

b) **Timely Publication of Performance Reports**

Quarterly Budget Implementation Reports were developed, published, and disseminated, enabling real-time performance tracking and citizen accountability.

c) **Public Participation in Budgeting**

A series of **public hearings** were successfully conducted across sub-counties, engaging citizens and stakeholders in reviewing and shaping FY 2025/26 budget priorities.

d) **Development of the Second Kisumu County Statistical Abstract (CSA 2024)**

A **draft version** of the 2024 County Statistical Abstract was completed, enhancing the county's capacity for evidence-based planning, M&E, and policy formulation.

e) **Digitalization of Revenue Management**

The **County Revenue Streams Mapping Tool** was developed and deployed to identify, geolocate, and document all existing and potential county revenue sources. The data collected will be integrated into the Revenue Management System in FY 2025/26.

f) **Strengthening of ICT Systems and Infrastructure**

The department provided **continuous technical support** for major county systems including: IFMIS, E-Board, Biometric System, EDMS, and Fleet Management System. The **County Website and digital information screens** were revamped for real-time access to services and information by staff and the public.

g) **Human Capacity Development in ICT**

The department engaged **student attachés and interns** in key ICT projects and provided training for staff on new systems, including Biometric and EDMS platforms.

Challenges Encountered

a) **Delayed And Inadequate Disbursement Of Funds:** Several Planned Activities, Such As Completion Of The Statistical Abstract, Procurement Of Ict Infrastructure, And Finalization Of Policy Documents, Were Delayed. Late Disbursements Also Affected The Timely Rollout Of Public Participation Sessions And Printing Of Key Budget Documents. The Department Prioritized Critical Expenditures Like Budget Submission And Reporting Requirements, While Low-Risk, High-Cost Activities (E.G., Major Ict Upgrades) Were Deferred. It Initiated Discussions With The County Treasury To Implement A More Predictable Cash Flow Management Plan And Adopted Cost-Saving Mechanisms Such As Leveraging Online Platforms For Communication And Data Collection.

b) **Weak Inter-Departmental Planning Coordination:** Limited Input From Technical Departments During Budget Formulation Led To Gaps In Sectoral Allocations And Inconsistencies Between Planning Documents And Budgets. This Undermined The Integration Of Performance Indicators In The Budget Framework. The Department Introduced Planning Alignment Clinics And Pre-Budget Briefings For Departments. These Sessions Aimed To Harmonize Targets, Streamline Sectoral Proposals, And Increase Ownership Of Planning Outputs. Going Forward, The Department Plans To Automate Sections Of The Planning Cycle To Enable More Collaborative Inputs.

c) **Inadequate Technical Human Resources:** Staffing Shortfalls In Statistics, Gis, Data Analysis, And Ict Engineering Affected The Quality And Pace Of Deliverables. The Limited Pool Of Technical Staff Also Increased Overdependence On A Few Individuals, Reducing Institutional Resilience. The Department Supplemented Its Human Resource Base Through Engagement Of Interns And Student Attachés Who Supported System Development, Data Entry, And Helpdesk Support. It Also Implemented A Task-Based Deployment Model To Optimize The Available Personnel.

d) **Resistance To Change And Low Digital Adoption** Some County Staff Were Hesitant To Fully Utilize New Digital Systems, Leading To Underutilization Of Platforms Such As The Biometric Payroll, Edms, And Digital Document Approval Tools. This Resistance Slowed Down Service Delivery And Hindered Automation Goals. The Ict Directorate Conducted Targeted On-The-Job Trainings, Peer Mentoring, And Awareness Sessions

On The Benefits Of Automation. "Digital Champions" Were Appointed Within Departments To Act As Liaisons And Encourage System Uptake.

e) **Slow Procurement Processes And Bureaucratic Bottlenecks:** Delays In Procurement Of Software Licenses, Server Upgrades, And Ict Equipment Maintenance Disrupted Planned Ict Service Enhancements And System Scalability. The Department Began Developing Standard Specifications And Framework Agreements To Fast-Track Routine Procurement. It Also Initiated Discussions On Setting Up A Pre-Qualified Supplier List For Ict-Related Goods And Services.

f) **Lack Of Approved Policy And Legal Frameworks:** The Absence Of Approved County Ict And Statistics Policies Weakened Coordination, Standard-Setting, And Resource Mobilization In Data Management And Digital Transformation. It Also Limited Access To External Funding Or Partnerships. The Department Finalized And Submitted Both Policy Documents To The County Executive Committee. Advocacy And Engagement With The County Assembly And Legal Units Were Intensified To Fast-Track Approvals In Q1 Of Fy 2025/2026.

Recommendations

a) **Strengthen Financial Management and Planning Discipline:** Implement rolling budget forecasts and quarterly expenditure plans to cushion against funding unpredictability. Introduce cross-sectoral budget validation sessions to ensure alignment between plans, budgets, and performance targets.

b) **Finalize and Operationalize Critical Policies:** Fast-track the approval and gazettement of the **County ICT Policy** and **County Statistics Policy**. Initiate the establishment of a **County ICT Fund** to provide dedicated financing for digitization projects and infrastructure upgrades.

c) **Invest in Technical Human Capital:** Recruit specialized staff in data science, GIS, M&E, and ICT systems administration. Institutionalize regular, needs-based capacity-building programs, including certification opportunities for planning and ICT staff.

d) **Optimize Procurement and ICT Infrastructure Deployment:** Develop annual procurement plans with pre-approved ICT specifications to avoid delays. Promote use of multi-year framework contracts for recurring ICT supplies and system licenses.

e) **Expand ICT Systems and Public Access Platforms:** Fully integrate the **Revenue Mapping Tool** into the County Revenue Management System to enhance own-source revenue tracking. Enhance interconnectivity across sub-county and ward offices to ensure uniform access to ICT services and reporting platforms.

f) **Deepen Civic Engagement and Feedback Mechanisms:** Use digital platforms (e.g., SMS alerts, mobile dashboards, citizen surveys) to provide updates and collect public feedback on county performance. Translate budget documents into Kiswahili and local languages and make them available in simplified formats for grassroots dissemination.

g) **Introduce Performance Dashboards and KPIs:** Develop department-specific dashboards to monitor real-time performance indicators linked to budget execution. Align KPIs with service delivery goals to improve monitoring, evaluation, and learning across the planning and finance value chain.

CROSS CUTTING CHALLENGES ACROSS DEPARTMENTS

1. **Delayed Disbursement of Funds from the National Treasury**

One of the most critical challenges affecting all departments was the **delayed release of equitable share and conditional grants** from the National Government. This disrupted timely procurement, contract execution, and implementation of planned activities across health, infrastructure, agriculture, and education sectors. The knock-on effect included postponed project commissioning, idle labour and equipment, and delays in disbursing essential operational and development funds to sub-counties and implementing units.

2. **Inadequate Technical Personnel and Staff Shortages**

Several departments operated with **limited human resources**, particularly technical officers required for field-level implementation and supervision. For example, the Departments of Trade, Agriculture, Water, and Environment faced shortages of extension officers, engineers, inspectors, and specialized staff (e.g., cooperative officers, water technicians). This undermined timely service delivery, reduced reach in far-flung wards, and increased the workload on existing personnel, thereby affecting efficiency and service quality.

3. **Poor or Incomplete Infrastructure**

Multiple projects across sectors were hindered by **degraded access roads**, especially in rural areas affected by unseasonal rainfall and floods. This delayed material transport, supervision missions, and citizen access to critical services like health, education, and markets. Inadequate power connectivity and internet coverage also limited the operationalization of digital innovations and data systems across departments, especially in VTCs, health centres, and administration offices.

4. **Procurement and Contract Management Delays.**

Slow internal procurement processes, exacerbated by capacity gaps among project implementation teams and contractors, contributed to **delays in project start-up and execution**. Variances in interpretation of procurement regulations and prolonged evaluation timelines undermined quarterly targets, especially for infrastructure projects under the Roads, Housing, Energy, and Water departments.

5. **Climate-Related Disruptions.**

Erratic rainfall and localized flooding in Nyando, Nyakach, parts of Seme, and parts of Kisumu West significantly **affected project timelines, agriculture performance, and school attendance**. Some public works were washed away, seed distribution schedules were disrupted, and disease outbreaks (e.g., waterborne illnesses) affected already stretched health facilities.

6. **Weak Data Systems and M&E Gaps.**

While progress was made in rolling out Ward M&E Trainings at the Sub-County level to enhance oversight at that level, **several departments still have weak robust data collection, analysis, and reporting mechanisms.**This created inconsistencies in tracking outputs, especially for programs such as youth and women empowerment, sanitation services, nutrition, and cooperative support. The lack of real-time data limited evidence-based planning and hindered county-wide aggregation of results.

7. **Community Engagement Gaps in Project Prioritization**

Despite public participation mechanisms being in place, some projects were **poorly aligned with community needs**, particularly where political influence or inadequate stakeholder consultations overshadowed technical planning. This resulted in underutilized infrastructure, disputes over location or design, and resistance during implementation.

8. **Limited Coordination Between Departments**

Interdepartmental collaboration remained **weak in some cases**, with siloed implementation leading to duplication of efforts or missed opportunities for synergy. For example, linkages between Health and Water in sanitation promotion, or Education and Social Services in disability inclusion were not fully harnessed.

9. **Rising Demand vs Resource Constraints**

Across departments, the **demand for services consistently outpaced available resources**, particularly in education (school feeding, bursaries), health (medicines, staffing), agriculture (farm inputs), and youth empowerment. As county populations grow, especially in urban peripheries, departments are struggling to meet growing needs with stagnant or shrinking allocations.

10. **Infrastructure Vandalism and Weak Community Ownership**

Instances of vandalism, theft of construction materials, and misuse of public facilities were reported, especially in newly completed ECDE centres, water kiosks, and market shades. This pointed to weak local oversight structures and insufficient investment in community sensitization and ownership.

These cross-cutting challenges reflect both structural and operational issues that require medium- to long-term institutional solutions. Many of them can be addressed through improved planning, decentralization of service delivery, digitization, capacity building, and participatory governance.

CROSS-SECTIONAL OPPORTUNITIES FOR KISUMU COUNTY

Kisumu County had unique opportunity to reflect on progress made under pressure and how institutional resilience, innovation, and citizen engagement can transform service delivery. A number of critical lessons emerged across departments, offering both immediate insights and long-term guidance. Firstly, the importance of **financial agility and multi-sourcing of funds** was underscored. The delays in national disbursements revealed the vulnerability of County programming when heavily reliant on the equitable share. Departments that had secured conditional grants, such as FLLoCA, CRF, or development partner support, were able to maintain continuity in infrastructure rollout and service delivery. Going forward, institutionalizing blended financing models and expanding resource mobilization efforts will be vital to insulating development from fiscal shocks.

Secondly, Through structures such as Ward Climate Planning Committees (WCPCs), Ward Development Committees, and community oversight panels, departments saw improved ownership, accountability, and alignment of projects to real needs. This was especially true in agriculture, climate adaptation, and disaster response. Investing in building the capacity of ward-level structures presents a scalable opportunity to deepen participatory governance and strengthen project sustainability.

Thirdly, it became evident that **investments in human capital remain foundational** to service improvement. Across sectors, departments that enhanced frontline workforce—such as the recruitment of ECDE teachers, health interns, or agricultural extension officers, reported better community engagement and outcomes. Moreover, departments that embraced staff upskilling, joint field missions, and performance monitoring saw stronger cross-functional results. Strengthening human resource planning and staff motivation schemes is therefore essential in delivering the CIDP III goals. Another critical lesson was the growing value of **digitization in enhancing transparency and efficiency**. The automation of revenue collection, digitized bursary systems, market licensing portals, and emerging service delivery dashboards significantly improved data integrity, turnaround times, and accountability. These systems also facilitated performance tracking by M&E teams. However, the need to expand digital infrastructure to cover more rural and underserved areas is now apparent, and presents a clear opportunity for public-private partnerships in connectivity.

Additionally, the County learnt that **climate change is no longer a peripheral concern** but a central development issue. The disruptions caused by flash floods, water stress, and crop failures highlighted the urgency of integrating resilience-building across all sectors, from infrastructure to health to education. The successful pilot of community-led adaptation planning and the targeting of green infrastructure under the CCCF and FLLoCA projects suggest that climate-responsive budgeting should become a norm, not an exception. The report also highlighted the potential of **youth innovation and enterprise** when properly supported. The surge in youth-led proposals under the Innovation Challenge Fund, strong participation in vocational training and cooperative platforms, and growing digital engagement across sectors revealed a ready pipeline of energy and ideas. Aligning this momentum with structured mentorship, incubation, and market access opportunities will unlock new frontiers for economic transformation.

Finally, a key institutional lesson was the effectiveness of **interdepartmental coordination and multi-sectoral delivery**. Where departments collaborated, such as Health and Water on WASH, Education and Social Services on inclusive learning, or Trade and Youth on market spaces, results were more impactful and efficient. Embedding joint planning, shared performance targets, and integrated project pipelines is an opportunity the County must prioritize going into FY 2025/26.

Kisumu County has the institutional depth, social capital, and adaptive capacity to navigate fiscal, climatic, and demographic challenges. By scaling the lessons of localized planning, workforce investment, digitization, climate adaptation, and cross-sectoral collaboration, the County can drive inclusive and sustainable development into the next fiscal year and beyond.

Recommendations

1. **Strengthen County Fiscal Discipline and Resource Mobilization:** A consistent challenge was delayed in implementation of planned activities due to unpredictable and late national disbursements. To mitigate future fiscal disruptions, the County Government should adopt a two-fold approach: first, enhance its Own Source Revenue collection mechanisms by digitizing revenue Streams across all sub-counties and investing in real-time monitoring dashboards; and second, actively pursue external financing through donor engagement, public-private partnerships (PPPs), and sectoral conditional grants. Strengthening the planning and budgeting linkages between the CFSP, CIDP, and annual workplans will also improve resource alignment and expenditure efficiency.
2. **Improve Workforce Planning and Technical Capacity at the Sub-County Level:** Human resource gaps, particularly in technical and field-based roles, remain a structural limitation across departments. In the coming fiscal year, the County Public Service Board and HR departments should prioritize the recruitment and equitable deployment of technical personnel including health workers, engineers, agronomists, early childhood instructors, and VTC trainers. Short-term strategies should include structured internship programs, secondments, and in-service training. Workforce audits should be institutionalized to guide deployment, succession planning, and performance-based promotions.
3. **Institutionalize Participatory Planning and Community-Led Delivery:** The successes of Ward Climate Planning Committees and localized disaster response highlight the effectiveness of citizen-centric planning. The county should formalize and resource ward-level development structures, ensuring their participation in planning, budgeting, monitoring, and social accountability processes. These mechanisms should be mainstreamed in all sectors—beyond climate programming, to include water management, youth enterprise, infrastructure maintenance, and inclusive education. Ward-based Development Plans should inform county budgets, not merely reflect them.
4. **Embed Climate Resilience Across Sectors:** Given the frequency and severity of weather disruptions experienced, Kisumu County must mainstream climate adaptation into its development blueprint. This includes budgeting for green infrastructure, enforcing environmental protection bylaws, enhancing drainage systems, and scaling rainwater harvesting and flood management in high-risk wards. Departments should integrate climate risk screening into project design. Coordination with NDMA, KMD, and civil society actors will enhance responsiveness to early warning alerts and enable timely preparedness.

5. **Scale Digitization of County Systems and Service Points:** The report revealed that digitization improves efficiency, transparency, and citizen confidence in public institutions. The county should expand the deployment of digital platforms for revenue collection, licensing, bursary applications, and project monitoring. Investment in digital infrastructure, including internet access in VTCs, health centres, sub-county offices, and market centres, should be prioritized, with partnerships formed with ICT agencies and private service providers. Training staff and citizens in digital literacy will further enhance system utilization.
6. **Enhance Procurement Planning and Contract Management:** Procurement delays contributed to underperformance, particularly in infrastructure projects. Departments should prepare timely procurement plans aligned with their annual workplans at the start of the financial year. Procurement teams must be supported with continuous training, digitized tender management systems, and cross-checks by internal audit and M&E teams. Early engagement with contractors and establishment of performance-based contracts will ensure timely execution and accountability.
7. **Promote Youth Economic Empowerment and Innovation:** There is untapped potential among Kisumu's youth, evidenced by participation in innovation challenges, VTCs, and the creative economy. The county should expand youth-specific funds and link them to mentorship, incubation, and market access platforms. Investment in arts, sports, agri-tech, and digital commerce is critical. Youth representation in sectoral committees, cooperative boards, and climate funds should be institutionalized to ensure that innovation informs county priorities.
8. **Strengthen Multi-Sectoral Coordination and Delivery:** The report underscored the need for integrated service delivery. The county should institutionalize cross-departmental taskforces or delivery units, especially around intersecting mandates, e.g., WASH (Water, Health, Education), social protection (Education, Gender, Social Services), or enterprise (Trade, Youth, Cooperatives). Joint planning, shared targets, and integrated M&E frameworks will reduce duplication, maximize resource use, and improve impact.
9. **Reinforce Social Accountability and Civic Engagement:** Enhanced community ownership was evident where project beneficiaries were engaged in planning and oversight. Moving forward, the county should invest in civic education, participatory budgeting, and citizen reporting tools. Feedback mechanisms such as ward forums, SMS reporting platforms, and service satisfaction surveys should be scaled. Embedding gender and disability inclusion in all public participation efforts will further enhance equity.

10. **Prioritize Maintenance and Sustainability of Infrastructure: N**ew facilities were commissioned, including roads, water projects, ECDE centres, and health units, require maintenance frameworks to ensure continuity. Departments should develop and cost maintenance plans, identify responsible community units or facility committees, and ensure they are trained, resourced, and monitored. Ownership models like community-based management (CBM) or public–user partnerships should be explored for sustainability.
11. There is need to develop a strong M&E Framework, which will ensures data, realigns with decision, and enables adaptive learning and accountability, which will define results and success in implementation of County Projects and programs**.**

Looking ahead, Kisumu County will operationalize these recommendations through the roll-out of the FY 2025/26 Annual Development Plan (ADP) and sectoral workplans. Emphasis will be placed on aligning budget execution with performance, accelerating the finalization of key policies (e.g., workforce policy, climate policy), and conducting county-wide mid-term reviews of the CIDP III. The County Executive will also strengthen quarterly performance reviews with departments and county assemblies, ensuring real-time corrective action and adaptive leadership.

CHAPTER 3: CONCLUSION, KEY OBSERVATIONS AND WAY FORWARD

Conclusion

The Progress Report provides an in-depth account of Kisumu County Government's performance during the final stretch of the 2024/2025 financial year. In quarter, four marked a period of both consolidation and acceleration, as departments worked to close the fiscal year on a strong note while responding to dynamic operational realities on the ground. Despite a challenging implementation environment, characterized by delayed national disbursements, climatic shocks, rising inflation, and human resource gaps, County Government remained largely on course in executing its planned activities across priority sectors.

Departments made significant progress in expanding access to essential services including early childhood education, health care, clean water, agricultural extension, rural infrastructure, youth development, and social protection. Key development projects were completed under the FLLoCA and CRF frameworks, digitization efforts gathered pace, and citizen engagement improved markedly through ward-level M&E committees and field-based monitoring.

The report also reveals that Kisumu County has evolved into a more adaptive institution, capable of responding to crises, absorbing feedback, and shifting gears to protect development gains. That said, structural issues such as fiscal dependency, limited technical capacity at the grassroots, uneven digital access, and coordination gaps must still be addressed in a sustained and strategic manner.

Key Observations

Resilience Amid Fiscal Shocks: The County's ability to realign priorities and sustain essential services despite delayed disbursements demonstrated a growing institutional maturity and resilience framework.

- **Local Planning Structures Work**: The rollout and activation of community-led structures, especially in climate, disaster risk reduction, and enterprise development, proved instrumental in enhancing ownership, efficiency, and responsiveness.
- **Data Systems Are a Work in Progress**: While the County has taken steps to improve M&E, inconsistencies in data collection and reporting still limit evidence-based planning. Departmental dashboards and integrated digital systems are still nascent.
- **Climate Risk is Mainstream, Not Marginal**: Weather-related disruptions affected nearly every sector, pointing to the need for climate-proofing infrastructure and integrating resilience thinking into everyday planning and budgeting.
- **Youth and Women Inclusion is Expanding**: Through affirmative action in training, cooperative development, bursaries, and innovation funds, previously marginalized groups are increasingly participating in governance and economic spaces.
- **Infrastructure Without Maintenance Plans is a Risk**: While numerous physical assets were delivered, several departments lacked clear post-completion sustainability strategies—including user agreements, maintenance budgets, or governance structures.

Way Forward

To consolidate gains and scale impact in FY 2025/2026 and beyond, Kisumu County must now transition from high activity to high performance through the following strategic actions:

- **Institutionalize Integrated Planning and Service Delivery**: Departments must collaborate intentionally; sharing targets, budgets, and outputs where mandates intersect. County M&E frameworks should capture cross-sectoral performance and citizen feedback through implementation of e-CIMES.

- **Prioritize Human Capital Development**: The County should match sectoral ambitions with adequate workforce investments. This includes not only recruiting but also training, equipping, and retaining frontline staff in health, education, agriculture, and engineering.
- **Accelerate Digital Transformation**: The County should fast-track automation of service delivery, resource tracking, and citizen engagement platforms, especially in licensing, M&E, education, and revenue systems.
- **Mainstream Resilience and Adaptation**: Every department should embed climate risk screening in its project lifecycle. Community-managed adaptation projects must be scaled across all Eight sub-counties using FLLoCA, CCCF, and similar frameworks.
- **Expand Revenue Base and Financial Predictability**: To reduce fiscal vulnerability, the County must enhance own-source revenue collection, streamline finance controls, and explore PPPs for infrastructure, ICT, and housing.
- **Improve Asset Management and Facility Utilization**: Infrastructure investments must be accompanied by clear sustainability frameworks, including community co-management, routine maintenance schedules, and utility optimization.
- **Foster Innovation and Accountability through Public Participation**: Ward-level forums, citizen scorecards, and digital feedback loops should be institutionalized, with special provisions for youth, women, and persons with disabilities.
- **Monitor and Reflect Systematically**: Quarterly performance reviews should be embedded into governance cycles. Learning from both success and failure must become part of the County's operating culture.