

COUNTY GOVERNMENT OF NAKURU



ANNUAL DEVELOPMENT PLAN 2026-2027

NAKURU CITY BOARD

August 2025

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SECTION ONE: REVIEW OF IMPLEMENTATION OF THE PREVIOUS ANNUAL DEVELOPMENT PLAN 202 4/2025

1.1 Background Information

Nakuru City Board is a sub sector within the Agriculture Rural and Urban Development (ARUD) sector. The city covers the 11 wards of Nakuru East and West Sub County. It was inaugurated on 1st December 2021 after being granted the charter in line with Urban Areas and Cities Act, 2011 (UACA). As per the requirements of this Act and Charter, the City Board of Nakuru embarked on alignment of its functions in order to achieve its desired socio cultural, economic and political expectations of a thriving population.

The sub-sector is composed of 6 Board Members, 1 City Manager and 18 members of staff who were seconded from line Departments to the City to form its Secretariat under the stewardship of the City Manager. The Board members were appointed through a competitive process and approved by the County Assembly. They are drawn from Professional associations, Civil Society and Private Sector as provided for in the Urban Areas and Cities Act, 2011. The term of the Board members is five years on part time basis whereas the City Manager is appointed for a six year period which is renewable.

Subject to provisions of UACA, section (20), the City Board of Nakuru implements its mandate through execution of programmes and sub -Programmes including:

- i. Oversee the affairs of the city.
- ii. Develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services;
- iii. Formulate and implement an integrated development plan;
- iv. Control land use, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centers, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the city or municipality as may be delegated by the county government;

- v. As may be delegated by the county government, the City Board promotes and undertakes infrastructural development and services within the city.

The strategic general priorities of the sub-sector

The City Board had planned on the implementation of multi-sectoral projects and programs in order to enhance the welfare of its citizens. These included but not limited to key programs, specifically Nakuru City services, Administration, and planning services. The targeted development projects included improving connectivity, enhancing safety and security, protecting and managing the environment, enhanced public participation, and simplifying business operations. To address funding needs, the department will actively seek opportunities through public-private partnerships (PPPs) and other external development partners. Additionally, to increase staff productivity, the department had prioritized recruiting/ deployment of staff and providing training to further develop their skills. However, most of these priorities were not achieved since the budget allocated was limited.

1.2 Analysis of ADP 2025/2026 Allocation against Approved Budget 2025/2026.

The Sub-sector had a total budget allocation of **Ksh.1, 382,205,000.00**. This included **Kshs.1, 307,805,000.00** for Development and **Ksh.74, 400,000.00** for recurrent expenses. However, the approved budget FY 2025/26 is way below the required budget as shown in the table below:

Table 1: Analysis of ADP 2025/2026 Allocation against Approved Budget 2025/2026

Project/ Programme in ADP 2025/2026	Location	Allocation In ADP 2025/2026	Allocation In Approved Budget 2025/2026	Remarks (*Reasons for any variations)
Administration and planning services	Nakuru City	74,400,000.00	48,927,956.00	
Nakuru City Services	Nakuru City	1,307,805,000.00	497,561,244.00	
TOTAL		1,382,205,000.00	610,713,659.00	

1.3 Sector/ Sub-sector Achievements in the Previous Financial Year (FY 2024/2025)

1.3.1: Financial Performance Review for FY 2024/25-

1.3.1.1 Revenue Performance

Table 2: Revenue Performance Analysis

Revenue source	Target amount (KSHs.)	Actual amount realized (KSHs.)	Variance (KSHs.)	Remarks*
N/A	N/A	N/A	N/A	N/A

Remarks. This should give comments on the variation of Target vs. actual amounts

1.3.1.2 Expenditure Analysis

Table 3: Expenditure Analysis

Programme	Allocated amount (Kshs.) A	Actual Expenditure (KSHs.) B	Absorption rate (%) $= (B/C) * 100$	*Remarks
NAKURU CITY	149,395,824.00	90,205,840.00	60%	

Remarks. This should give comments on the absorption rate of allocated amounts and reasons for under/over absorption.

1.3.1.3 Pending bill

Table 4: Pending bills analysis

Programme/Project	Contract Amount	Amount Paid	Outstanding Balance
NIL	NIL	NIL	NIL

1.3.2 Non-Financial Performance

1.3.2.1 Performance of Strategic Sector/Sub-Sector Priorities

Strategic Priority (as presented in the CIDP and planned in the ADP 2024/2025)	Achievement	Remark (reason for variation)
- Number of staff recruited/promoted 37	-	Limited budget
Length of NMT constructed 2KM	-	Limited Budget
Length of roads constructed 1KM	-	Limited Budget
Number traffic light components installed and maintained 2	-	Limited Budget
Number street lights installed and maintained 25	2	Limited Budget
Number of flood lights installed and maintained 2	-	Limited Budget
Length of storm water drains constructed (Km) 1.5	-	Unclogging of drainages within the CBD is ongoing
Number of solid waste litter bins installed 20	-	Limited Budget
Number of skip loader trucks purchased 1	-	Limited Budget
Number of skip bins purchased 4	-	Limited Budget
Number of solid waste refuse trucks purchased 1	-	Limited Budget

1.3.2.2 Programme Performance

Highlight the key summary achievements in sector/sub-sector as per the Table below;

Key achievements based on ADP 2024.2025

Nakuru city recorded several successful achievements for the financial year 2024/2025.

Project Achievements (Equitable share)

Under the equitable share programme funded by the county government of Nakuru, the city did the following 2 projects;

1. Rehabilitation of drainages within the city that included unclogging drainage systems, providing access to the Imani Sacco building with parking spaces, replacement of damaged slabs and manhole covers within the CBD.
2. Supply and installation of 2 No of streetlights in the city; one at the KMC settlement and another in Pipeline Estate.

Project achievements (Partners)

In addition to projects funded through the equitable share, Nakuru City has partnered with various institutions to implement transformative initiatives aimed at improving urban resilience, sustainability, and data-driven planning. Some of the key projects undertaken include:

1. **RESPIRA Project** – Implemented in collaboration with the County Department of Environment and the Kenya Meteorological Department, this project involved the installation of air quality monitoring sensors in key hotspots across the city to remotely monitor and assess air quality. The initiative was funded by the Flanders International Climate Action Programme (FICAP).
2. **Water as Leverage** – Funded by the Kingdom of the Netherlands through its Embassy, this project addresses climate-related challenges by leveraging water-based and nature-based solutions. Implemented through a design and build approach, the project has completed its design and validation phases and is currently in the resource mobilization stage.
3. **Humanitarian OpenStreetMap Team (HOT)** – Initiated in FY 2023/24, this project involved capturing street-level imagery along all public transport corridors in the city to collect data on corridor features. The data was utilized in the Photomapping Project, which aimed to:

- o Extract and map transport-related features using 360° imagery;
- o Build the capacity of Nakuru City staff and local community mappers in digital mapping and spatial data tools;
- o Improve the availability and quality of urban transport data;
- o Support evidence-based planning for a Sustainable Urban Mobility Plan (SUMP) for Nakuru City.

The Photomapping Project is ongoing and is expected to continue into FY 2025/26 with a focus on validation and fieldwork exercises.

Plans and Policies Achievements

The City has undertaken significant steps toward enhancing its operations through the development of various plans and policies. These efforts aim to support the effective operationalization and management of city functions. Among these are:

1. Draft Nakuru City Solid Waste Management Plan (NSWMP)- currently under development.
2. Draft Nakuru City Creatives Policy- also in progress.

Absorption Rate

For the FY 2024/2025, Nakuru City had a total budget allocation of Kshs 149,395,824. Out of this, Kshs. 90,206,840 was spent, representing an overall absorption rate of 60.37%. The recurrent expenditure amounted to Kshs. 44,369,457, while development expenditure stood at Kshs 45,836,383, indicating a balanced focus on both operational and development priorities.

Human Resource Achievements

1. The city had 2 directors seconded to the city from the county and no recruitments for the FY 2024/25

Other achievements beyond the ADP 2024.2025 priorities .

Project achievements (Partners)

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Table 5: Summary of Sector/ Sub-sector Programmes Achievements on Previous ADP (2024/2025)

Programme Name: Administration, planning and support services					
Objective: To provide effective and efficient service delivery					
Outcome:					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Baseline (as at the beginning of 2024.25	Planned Targets	Achieved Targets
SP 1.1 Administration and Planning	Strategic plan	No. of Strategic plans developed	1	2	1
	Performance contracting	No. of Performance contract signed	1	12	1
	Municipal by-laws	No. Draft Nakuru Municipality by-laws developed	1	1	-
SP 1.2 Personnel services	Improved human resource productivity	No. of staff trained	25	12	5
		No. of staff deployed	12	8	0
		No. of interns deployed	0	16	7
SP 2.3 Financial Services	Financial reports developed	No. of financial reports generated	4	4	4
Sub Programme	Key Outcomes/ Outputs	Key performance indicators	Baseline (as at the end of 2024/25	Planned Targets	Achieved Targets

SP 2.1 Infrastructure Development and Urban planning	Development plans	No. Nakuru City Infrastructure Master Plan Developed	0	2	0
		No. of Integrated Development Plan prepared	0	1	1
		No. of Street Lights installed and maintained	0	50	2
		Length (km) of Storm water drains Rehabilitated	3.76	10	-
	Public participation in urban planning	Number of citizen fora organized	8	4	3
SP 2.2 Nakuru City Environmental Management	Solid waste management	No. of refuse trucks purchased	0	1	-
		No. of litter bins Purchased and installed	20	50	-
	Greening and Beautification	No. of tree seedlings purchased/ planted	10,100	1,000,000	-
		No. of assorted flowers purchased and planted	100	1000	-
		No. of tree nurseries established	0	0	-
		No. of Nakuru City Greening and	0	0	

		Beautification Development Plan developed			
		No. of sensitization on solid waste management held	0	4	-
		No. of Environmental Management Master Plan Developed	0	1	-
		No of sensitization fora on Sanitation	0	4	-
SP 2.3 Trade Markets and Investment	Improved Trade and Investments Tourism	No. of trade exhibitions and Investment's fora held	0	1	1
		No. of community events held	3	2	-
SP 2.4 Nakuru Municipality Social Services	Enhanced citizen participation and awareness	No. of sensitization fora held	8	4	-

1.4 Analysis of Capital and Non-Capital projects of the ADP (2024/2025)

Provide a summary of what was achieved during the previous ADP. Details of the achievements should be presented in the given format and annexed.

Table 6: Performance of Capital Projects for the Previous Year ADP (2024/2025)

Project Name/ Location	Objective/ Purpose	Output	Performance Indicators	Status (based on the indicators)	Planned Cost (Ksh.)	Actual Cost (Ksh.)
Provision of NMT phase II	Enhance pedestrian/cyclists safety.	Improved safety and accessibility.	Completion Rate	Draft design done, pending implementation .	200,000,000	-
10km Construction of storm water drains	Rain and surface water management.		Completion Rate	Not done	500,000,000	-
10km Rehabilitation / upgrading of key link roads	Open up the neighbourhood to adjacent developments and enhance economic growth.		Length (km) of road tarmacked	Not done	600,000,000	-

Table 7: Performance of Non-Capital Projects for previous ADP (2024/2025)

Project Name/ Location	Objective/ Purpose	Output	Performance indicators	Status (based on the indicators)	Planned Cost (Ksh.)
Implementation of strategic plan	To guide the planning and development process and programmes of the city.	Improved service delivery	No. of strategic plans developed	1	10,000,000
Signing of performance contract	To measure the performance metrics against the planned targets		No. of performance contract signed	1	250,000
IDEP formulated and approved	To guide the planning and development process and programmes of the city		No. of IDEP formulated	1	7,000,000
Training of staff	To improve service delivery	Improved human resource productivity.	No. of staff Trained	5	2,000,000
Deployment of staff	To bridge human resource gap		No. of staff deployed/recruited	37	17,000,000
Developing of Financial Report	To comply with regulatory	Enhanced financial	No. of Financial report developed	4	630,000

1.5 Payments of Grants, Benefits and Subsidies

This section should provide information on total payments done by the county government.

Table 8: Payments of Grants, Benefits and Subsidies

Type of payment (e.g. Education bursary, Enterprise fund etc.)	Budgeted Amount (Ksh.)	Actual Amount paid (Ksh.)	
NIL	NIL	NIL	

1.6 Challenges experienced during implementation of the ADP 2024/2025

The following are challenges experienced during implementation of ADP 2024/25;

Budget cuts during supplementary.

Inadequate equitable shares budgetary allocation to the department leading to gaps in implementation of key infrastructural projects and programmes.

Delay approval of Authority to Incur Expenditure (AIE) causing late payments to contractors leading to delayed implementation of projects.

Lack of a transitional framework on delegated functions.

Lack of harmonization and coordination between county departments, state agencies in implementing projects within the city.

Lack of an operations and maintenance budget.

1.7 Emerging issues and Lessons learnt

During the last quarter of FY 2024/25, the country witnessed Political Unrest / protests that affected most of the urban areas. In Nakuru County, Nakuru city was heavily affected, where protestors vandalized major city infrastructure such as city CCTV's at Moi Road-Kenyatta Avenue Junction, planters along Kenyatta Avenue, Lion's Roundabout infrastructure and business outlets. These vandalisms drove back the great milestones that the city had achieved.

Across the world today, services are undergoing transitioning from analogue to digital platforms. This is aimed at creating efficiency and transparency in service delivery. The city board is committed in digital transformation through developing digital platforms such as Geoportal, which aims at displaying the city-wide urban observatory for ease of managing and disseminating spatial data for evidence based decision making.

In infrastructure design and planning has been greatly influenced by the artificial intelligence advancement that aims to improve efficiency, sustainability and safety. The city board team, led by the City Manager, participated in Kenya Urban Forum held in Naivasha Municipality from 17th to 19th June, 2025, where the role of AI in service delivery was discussed and experiences shared. The city committed to leverage AI in service delivery.

1.7.1 Lessons learnt

Inclusion of the community in project implementation cycle.

Enhance resource mobilization to meet the financial and technical requirements within the department including all stakeholders and partners.

Adhere to project timelines and deadlines.

Establish mechanisms for collection and acting on feedback from all stakeholders

Maintain thorough and accurate documentation throughout project implementation. This will aid in tracking project progress and providing reference for future projects.

Implement quality control measures to ensure that deliverables meet the required standards.

Maintain open, consistent and reliable communication channels which are crucial in addressing issues promptly and keeping everyone aligned.

1.8 Recommendations

The budget allocation of the city should be in line with the PFMA, 2015.

Advocate for upward revision of funding ceilings to ensure adequate resources for all programmes.

Fast-track disbursement of funds from exchequer and subsequent approval of Authority to Incur Expenditure (AIE).

Adhere to project implementation schedule as per the procurement plan.

Having an engagement framework with county departments and state agencies for better coordination in implementation of projects.

SECTION TWO: SECTOR STRATEGIC PRIORITIES IN THE PERIOD 2026-2027.

2.1 Introduction

During this planning period, the subsector will focus on advancing its key programs, specifically Administration, and Planning services & Nakuru City services. The targeted development projects will include improving connectivity through construction/rehabilitation of roads within the CBD, enhancing safety and security through street lighting and construction of drainages, protecting and managing the environment, Improving solid waste management through purchase of skip loaders and litter bins and enhanced public participation. To address funding needs, the department will actively seek opportunities through public-private partnerships (PPPs) and other external development partners. Additionally, to increase staff productivity, the department will prioritize recruiting/ deployment of staff and providing training to further develop their skills.

2.2 Nakuru Sub-Sector

2.2.1 Sector Vision and Mission

Vision

A model city that enhances quality of life and fosters economic prosperity

Mission

To formulate & implement citizen-oriented policies, foster sustainable development and innovation and deliver quality services

2.2.2 Sub-sector Goals and Targets

Efficient service delivery to the residents of Nakuru City

To provide framework to guide land use planning and development

To protect environment and enhance ecosystem conservation

To develop and promote cultural diversity and socio-economic empowerment

To provide care, support and build capacities of the vulnerable groups and communities for equity and self-reliance.

To promote civic education, citizen participation in governance, policy formulation and implementation for good governance and creation of a

conducive business environment.

2.2.3 Key Sector statistics

Table 1: Key statistics

Implemented Project	Key Indicator / Metric	Achieved Output
Construction of NMT along Kenyatta Avenue both sides	Km of paved	1.6km paved
Proposed improvement of roads to bitumen standards.	Km of road tarmacked	4.1 km
Construction of storm water drains	Drainage coverage improved	1.5km

2.2.4 Priorities of the Sector in FY 2026/2027

Development Need	Priority strategy	Indicator Target
Improved Service Delivery	Recruitment of staff.	47
	Training of both staff and board members.	20
	Development/reviewing of policy documents	1
Improve Infrastructural development	Improvement/Rehabilitation of roads to bitumen standards	1
	Development of a sewer.	5km
	Construction of NMT within the city	2
	Installation and maintenance of flood lights	2
	Construction of storm water drains	1.5km
	Installation and maintenance of CCTVs	2
	Purchasing of skip loader truck	1
	Purchasing of skip bins	4
	Rehabilitation of markets	1

2.2.5 Sub/sector key stakeholders

Sector/sub-sector key stakeholders (Parastatals, donors, private sector, non-state actors, National Government MDAs) with substantive roles and responsibilities in project/programme formulation and implementation.

Stakeholders	Role of stakeholders	Stakeholder's Expectation	Department's Expectation
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State Department for Housing and Urban Development	-Funding of urban programs through the Kenya Urban Support Program - Capacity building through the deployment of technical staff and training	Efficient delivery of services	Empowered and trained technical staffs to improve efficiency of service delivery. Acquisition of funds for the delivery of services
County Assembly	-Legislation -Oversight role -Budget Approval -Public participation and representation	The budget being executed to be approved, upon extensive public participation.	Approval of the budget, policies and plans for the city board to execute
Other Nakuru County Departments	-Supervision of projects -Harmonization and implementation of projects and programs -Technical support -Sharing of information	Shared responsibility to ease cost of service delivery Reduced time of service delivery	Harmonization of the services to ease cost of service delivery
World Bank	-Funding -Partnership	Execution of projects within	

	-Technical advice -Capacity building	the guidelines. Adhere to partnership guidelines and principles.	
Local Community.	-Public Participation and governance -Goodwill and project ownership -Cooperation in service delivery -Oversight and Feedback -payment of fees and charges	Provide input to guide decision making. Pay service charged within agreed limits Provide periodic feedback to improve quality of services and efficiency of delivery	Provide input through public participation to guide decision making Make payments to services offered
Friedrich Erbert Stiftung (FES)	- development of Bondeni model for exhibition in London Festival of Architecture (LFA)	Technical support on land tenure and stakeholder mobilization	Earn skills in design and modelling Data acquisition from information generated from the process for decision making
Academic/ research institutions	- Research -Trainings	Technical support and provision of data	Capacity building and updating data base
Private sector	-Drivers of the economy in the City -Participation in	Compliance	Insights during public participation Revenue generation

	policy formulation -Oversight and feedback -Fees and charges -Governance		Feedback
Media	-Information dissemination and publicity	Acquisition and Verification of information	Publicity and feedback
Humanitarian open street Map team(HOT)	-Capacity building on GIS. -Collection, digitization, analysis and sharing of spatial data.	Data acquisition and technical support	Updating of spatial data and capacity building
VEI	-Technical support on the development of the Sponge City Concept	Technical support in integration of city plans and policies	Technical support in designing and capacity building

2.2.6 Sub-Sector Planned Programmes

During the FY 2026/27, Nakuru City Board shall undertake its mandates in two programmes and seven sub-programmes. The identified outputs/outcomes shall require a total of **Ksh 13,152.45 Billion** to meet the expected objectives. The table below presents the outcomes, and their associated Key performance indicators, targets and estimated costs.

Table 9: Summary of Sector/ Sub-sector Programmes FY 2026-2027

Programme Name: Administration, planning and support service					
Objective: To provide effective and efficient service delivery					
Outcome: Effective and efficient service delivery to clients and stakeholders					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Linkage to SDG(s)	Baseline 2025/2026	
Administration, planning and support service	Improved Service Delivery	Implementation rate for performance contracts (PC) and Performance Appraisal System (PAS)		80	
		No. of assorted office equipment purchased		18	
		Number of vehicles purchased			
		No. of City policy documents reviewed/developed		1	
		No. of Annual work plan prepared		1	
		No. of Board meeting and conferences held		15	
		No. of Quarterly M&E reports done		SDG 11	4
		1.2 Personnel services	Number of staff recruited	SDG 16	2
		Number of staff trained	25		
			Compensation to employees (Ksh)		-
1.3 Financial services	No. of Quarterly financial reports generated	SDG 11	4		
Programme: Nakuru city services					
Objective: To provide access to efficient and effective city services					
Outcome: Safe, inclusive, resilient and sustainable City					
2.1 Infrastructure development and urban planning	Improved road safety and accessibility	Length of NMT constructed (Km)		0	
		Length of roads constructed (Km)		0	

		Number street lights installed and maintained		2
		Number of flood lights installed and maintained		0
		Length of storm water drains constructed (Km)		0
		Number of CCTVs installed and maintained		0
2.2 Nakuru city environmental management	Improved solid waste management	Number of skip loader trucks purchased	SDG 11, 12, 13	0
		Number of skip bins purchased		0
	Increased tree cover and beautification	Number of trees purchased and planted	SDG 11 & 13	0
	Improved sanitation and hygiene	Number of WASH facilities mapped and installed	SDG 6 & 11	0
2.3 Trade market and investments	Improved trade and investments	Number of markets rehabilitated	SDG 8,11,17	0
		Number of trade exhibitions		1
		Number of City marathons held		0
		Number of cultural events held		1
		Number of urban festivals celebrated		0
2.4 Nakuru city social services	Enhanced citizen participation and awareness	No of citizen fora held	SDG 4 & 11	4
		Number of Civic education Campaigns done		0

Table 10: Summary of Flagship Projects

Project Name	Location	Objective	Description of Key Activities	Key output(s)	Key performance indicators	Planned Targets
Refurbishment of Afraha stadium	HQ	To refurbish the stadium to meet	Feasibility studies Design preparation ESIA preparation	Refurbished stadium	Rate of completion	100%

phase II		World Athletics and FIFA standards	Physical implementation Commissioning of the project			
Nakuru International Conference Centre	HQ	To enhance innovation, tourism and investments	Feasibility studies Design preparation ESIA preparation Physical implementation Commissioning of the project	An International conference centre	Rate of completion	100%

2.3 Capital and Non-Capital Projects

Provide a summary of the capital and non-capital projects to be implemented during the plan period. Details of the projects should be presented as per table 7a and 7b and annexed.

Table 11a: Capital projects for the FY 2026-2027

Sub Programme	Project name Location (Ward/ Sub county/ county wide)	Description of activities	Estimate d cost (Ksh.)	Source of funds	Time frame	Performanc e indicators	Targets	Status (new or ongoing)
Programme: Nakuru City Services								
Infrastructure development and urban planning	Construction of Non-Motorized Transport(Km	Feasibility studies Design preparation ESIA preparation Physical implementation. Commissioning of the project	20	Partner s	2026- 2027	Rate of completion	100	New
	Construction of roads (Km)	Feasibility studies. Design preparation. ESIA preparation. Physical implementation. Commissioning of the project.	50	Partner s	2026- 2027		100	New
	Feasibility studies. Design preparation. ESIA preparation. Physical implementation.							

Table 11b: Strategic Programmes (Non-Capital Projects) for the FY 2026-2027

Programme name /	Description	Estimated cost (Ksh.)	Source of funds	Performance indicators	Targets	Link to cross-cutting
N/A	N/A	N/A	N/A	N/A	N/A	N/A

2.4 Contribution to the National/ Regional and International Aspiration/Concerns

Table 12: Contribution to the National/ Regional and International Aspiration/Concerns

National/Regional/ international Obligations	Aspirations/Goals/ Commitments	County Government Contributions/ Interventions	Indicator/Target
Bottom-up Economic Transformation Approach (BETA) and MTP IV	To empower the low income population in the Country	The City management shall implement projects and programs in alignment with the MTP IV and BETA	Within the city
SDGs	Goal 5: Achieve gender equality and empower all women and girls	The sub-sector shall allocate a percentage of tenders to women, youth groups and PWD's. Inclusion of women, youth and PWD's in the project implementation cycle.	Within the city

	Goal 9: seeks to build resilient infrastructure, promote sustainable industrialization and foster innovation	Equal job allocation shall be given to women and girls	Within the city
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SECTION THREE: MONITORING AND EVALUATION FRAMEWORK

Implementation Framework

The Nakuru City Board Monitoring & Evaluation framework based on County Integrated Monitoring and Evaluation System (CIMES) is provided below.

- a. The **CoMEC** shall be responsible for: approving M&E Unit work plan; M&E quality control; guiding the preparation of the indicator reports; identifying, commissioning, and managing evaluations; reviewing and adopting the departmental M&E reports; presenting M&E reports to the CEC; oversee implementation of the CIDP and ADP; and capacity building for M&E.
- b. The **M&E Unit** is domiciled at the County Department of Economic Planning. The Unit shall be responsible for: providing technical guidance, coordination and management of County M&E function; ensuring active collaboration with M&E stakeholders; and providing secretariat services to CoMEC.
- c. The **Departmental M&E Committee (DMEC)** shall be responsible for producing departments' M&E reports, formulation of subsector indicators, undertaking subsector field monitoring visits and evaluations, and presenting subsector M&E reports to the CoMEC.
- d. The **Project Implementation Committees (PICs)** shall be responsible for initiating and managing departmental projects within specified time, scope and budget.
- e. The Project **Management Committees (PMCs)** shall provide interface with the community in project execution; preside over site handover/meetings; oversee implementation and delivery of individual projects within the timelines and project scope/specifications; and provide a platform for identifying complementary projects.

Data Collection, Analysis, and Reporting

The sub-sector shall rely on primary and secondary data – both qualitative and quantitative – for M&E purposes. Primary data will be collected through interviews and observations from field visits/surveys, citizen/stakeholder engagement forums, and PMCs/PICs. Secondary data will be collected from departments' progress reports, County indicator handbook, survey publications, CIDP, IDeP, ADP, and any

other written reports.

Data collected will be cleaned, collated and validated before being analysed through ICT based tool such as MS office suite. The findings of M&E will be documented, reported and shared in line with guidelines and procedures for quarterly/ annual progress reporting. The sector will prepare and publish Annual Progress Report (APR), Quarterly Progress Report and other ad-hoc reports as may be required. The department shall submit reports to the County M&E unit for further analysis and forwarding to the CIDC for archiving of published M&E reports and further knowledge management.

Dissemination, Feedback Mechanism, Citizen Engagement, and Learning

The findings of M&E activities will be disseminated through stakeholder meetings, press releases, social media platforms, online web portals, County website, publication of abridged documents & other IEC materials, devolution conferences, and peer-to-peer events.

The table below discusses the targeted performance results for the ADP period.

Table 14: Monitoring and Evaluation Performance Indicators

Sector/Sub-sector	Key performance indicator	Situation at the Beginning of the ADP year (2025/2026)	Target at the End of the ADP year situation (2026-2027)
Administration, planning and support service	No. of IDeP reviewed	1	1
	No. of City by-laws developed	1	1
	Implementation rate for performance contracts (PC) and Performance Appraisal System (PAS)	80	100
	No. of assorted office equipment purchased	18	15
	Number of vehicles purchased		1

	No. of City policy documents reviewed/ developed	1	1
	No. of Annual work plan prepared	1	1
	No. of Board meeting and conferences held	15	20
	No. of Quarterly M&E reports done	4	4
1.2 Personnel services	Number of staff recruited	2	47
	Number of staff trained	25	2
	Compensation to employees (Ksh)	-	16.7
1.3 Financial services	Quarterly financial reports generated	4	4
2.1 Infrastructure development and urban planning	Length of NMT constructed (Km)	0	2
	Length of roads constructed (Km)	0	1
	Number street lights installed and maintained	2	-
	Number of flood lights installed and maintained	0	2
	Length of storm water drains constructed (Km)	0	1.5
	Number of CCTVs installed and maintained	0	2
2.2 Nakuru city environmental management	Number of skip loader trucks purchased	0	1
	Number of skip bins purchased	0	4

	Number of trees purchased and planted	0	10,000
	Number of WASH facilities mapped and installed	0	2
2.3 Trade market and investments	Number of markets rehabilitated	0	1
	Number of trade exhibitions	0	1
	Number of City marathons held	0	1
	Number of cultural events held	1	1
	Number of urban festivals celebrated	0	1
2.4 Nakuru city social services	No of citizen fora held	4	4
	Number of Civic education Campaigns done	0	1