



NAKURU TOWN WEST CONSTITUENCY

NG-CDF STRATEGIC PLAN

(COVERING THE PERIOD 2018-2022)

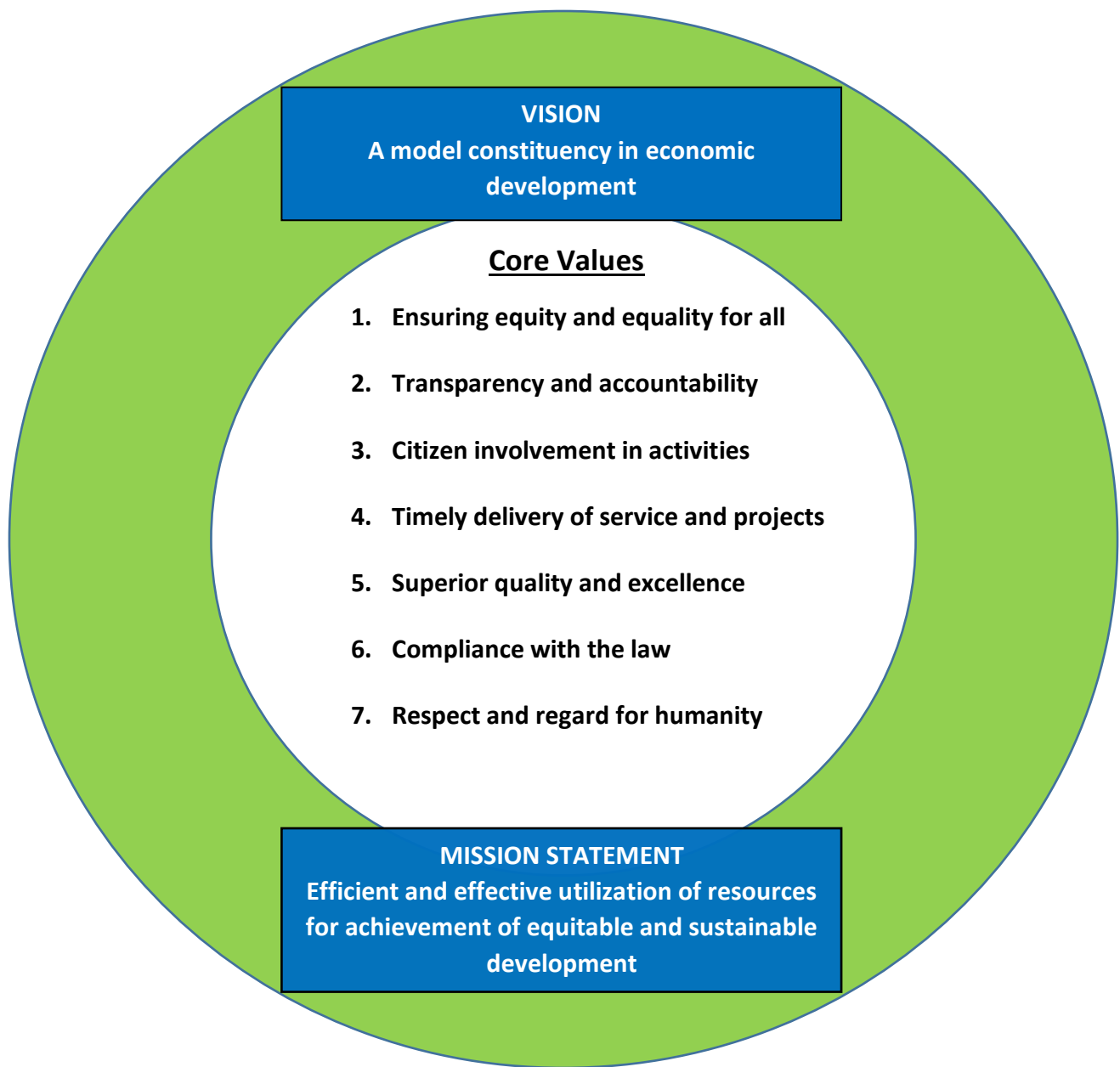


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NG-CDF STRATEGIC PLAN
COVERING THE PERIOD 2018-2022
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ABBREVIATIONS AND ACCRONYMS

CAW	:	County Assembly Ward
CG	:	County Government
IEBC	:	Independent Electoral and Boundaries Commission
MDG	:	Millennium Development Goals
NG	:	National Government
NG-CDF	:	National Government Constituencies Development Fund
NG-CDFC	:	National Government Constituencies Development Fund Committee
PESTEL	:	Political, Economic, Social, Technological, Environmental and Legal
PMC	:	Project Management Committee
SDG	:	Sustainable Development Goals
SWOT	:	Strengths, Weaknesses, Opportunities and Threats
UN	:	United Nations

STATEMENT BY HON. SAMUEL ARAMA: MP NAKURU TOWN WEST



Dear constituents and great people of Nakuru Town West Constituency. I am more than delighted to be accorded this opportunity to serve as your faithful servant and steward. The journey we started together in the year 2012 when you first trusted in my abilities and voted me as the first MP of the newly formed

Nakuru Town West Constituency was never about me or about any one individual but about a faithful God walking with his people. We all began as one united people to put in place strong and lasting foundations of development for our constituency and since then we have never turned back. Significant resources have been utilized to develop various types of infrastructure all with the aim of ensuring that we are able to bring positive change into our constituency. I do understand beyond any reasonable doubt that the challenges we face are enormous and may not be addressed in five or even ten years, but I trust that we shall overcome if we remain focused. Mother Teresa once said ***“I alone cannot change the world, but I can cast a stone across the water to create many ripples”***. I applaud each one of us who has “cast that one stone across the water” in order to create ripples of positive development in our constituency. I am convinced that we have made significant strides in development but there is still much more to do. This is the reason why we have come up with the strategic plan covering the period from 2018 to 2022. All the activities mentioned in this plan are a true reflection of what our people desire to see done in our constituency. Though the resources we access are far much lower compared to the myriad needs we have, I trust that where there is a will there will definitely be found a way for its fulfillment. As we proceed towards implementation of this strategic plan, I urge all of us to join our hands to achieve success. Therefore, back in our homes, workplaces, streets, farms, hills and valleys of this great constituency let us remember to take this journey of development knowing that we are and shall always remain to be one people. God bless our great constituency.

STATEMENT BY CHAIMAN OF NG-CDFC: WILFRED OMARIBA



It is said that “a journey of a thousand miles begins with one step”. Those who coined this statement may have heard in mind the people of Nakuru West Town Constituency more than anyone else. In the year 2013 we developed our first ever strategic plan as newly formed constituency. Our in-tray was overflowing with innumerable needs, challenges and desires of our people. We set out on our journey worried and quite uncertain of what the later years had in store for us. As usual each and every journey has its own

measure of obstacles that discourage and torment the pilgrims. However, I am very happy to indicate that despite the fact that we have had challenges, we the people of Nakuru Town West Constituency have proved to be resilient and even more determined to continue walking amid difficult circumstances. I must commend all those who participated directly and indirectly in implementation of the activities of the previous strategic plan. After a careful review of the previous strategic plan we have come up with a more enhanced and comprehensive strategic plan that covers the period from 2018 to 2022. Our desire is to make Nakuru Town West Constituency a model constituency in economic development. I know for sure that we need each one of us to join this bandwagon of economic progress in our constituency if at all we have to succeed. Therefore, I urge each one of us to support implementation of the current strategic plan in order to make the lives of our people better. I have a lot of confidence in the Leadership of this constituency through our able MP Hon. Samuel Arama and the great people of Nakuru Town West Constituency. I know the experiences we have gone through in the past have made us more prepared to handle the challenges of the future. Let us hold our hands to walk and work together in this journey towards achieving remarkable development for we cannot afford to leave anyone behind.

STATEMENT BY THE MANAGER NG-CDF: FAITH KATHAMBI



Every moment I sit down and look back at the gains and achievements made in Nakuru Town West Constituency courtesy of the NG-CDF, I thank God. When I see young boys and girls from needy families receive their bursary cheques and their faces shine because of the hope for a better tomorrow through education, When I see school children celebrate to receive the first and only school bus they have ever seen, when I see men and women queue outside a newly constructed assistant chief or Dos office to access public services, when I see students walking into a newly constructed hall for various

events, When I see pupils sit comfortably in newly constructed classrooms and enjoy the peace of being in class, then I pray for the chance to live one more day to transform one more life. I know that we have not tackled all the problems and challenges of the people of Nakuru Town West Constituency but I am certain we shall get there. The dreams of the people Nakuru Town West Constituency whether big or small will be achieved. I have a great team at CDFC and a committed Member of Parliament Hon. Samuel Arama and with these wonderful people I know we are destined to conquer even the greatest heights never conquered before by humanity. I thank all those who gave views towards developing this current strategic plan for 2018 to 2022. This strategic plan will be our roadmap towards achieving our vision of becoming a model constituency in economic development. As we embark on the implementation of this strategic plan, I urge all of us to provide the support that may be required. In life, a time comes when the joints weaken because of age, vision deems because of age too, all the hair on our heads turns grey and our energy diminishes that we can't work any longer. My desire is that when such a time comes, I will be able to comfortably sit back and be appreciative that when I had the opportunity to transform lives I did it with passion. I promise equity and equality as I and my team work tirelessly to serve the people of Nakuru Town West Constituency.

ACKNOWLEDGEMENT

The development of this strategic plan for the period from 2018 to 2022 would not have become a reality without the support and input from various groups and individuals who considered this a worth exercise to engage in.

First and foremost, we want to acknowledge the exceptional support and commitment of the MP Nakuru Town West Constituency Hon. Samuel Arama whose leadership is focused on addressing development issues affecting the people of Nakuru Town West Constituency. We also appreciate the Hon. Members of County Assembly from the six Wards in the constituency who have been very supportive and cooperative in pinpointing issues and areas of priority.

Administrators such as Deputy County Commissioners (DCCs), Assistant County Commissioners (ACCs), Ward Administrators, chiefs and assistant chiefs also played a very significant role especially in organizing and facilitating consultative forums for development of this strategic plan and thus are highly appreciated. We also appreciate the role played by church leaders, teachers, members of the civil society organizations who actively participated in ensuring that we have developed a new strategic plan.

The constituents both young and old, male and female turned up when called upon to provide their views. We sincerely appreciate their willingness and support and for the beneficial information that led to the development of this strategic plan.

We may not be able to mention each and every individual who participated in development of this strategic plan since it took the efforts of many of us to accomplish this work. We therefore sincerely thank all those individuals, groups or organizations who are not mentioned herein but participated in the development of the strategic plan.

EXECUTIVE SUMMARY

The purpose of engaging in the development of this strategic plan was to come up with a strategic model to be implemented by Nakuru Town West Constituency NG-CDFC for the period from 2018 to 2022. The methodology that was employed involved consultative forums where representatives from the constituency and various sectors were able to come together to provide their views on various issues. A careful review of the previous strategic plan for the period from 2013 to 2017 was also conducted. This review was necessary in order to identify the shortcomings and any lessons that were learnt from implementation of the previous plan. In order to collect views from constituents' questionnaires were also used to collect the views of representatives from each County Assembly Ward. SWOT and PESTEL analysis were carried out in order to better understand the environment within which the constituency was operating in. Upon considering the gaps from the previous strategic plan, this second strategic plan identified nine areas of focus in the five years from 2018 to 2022. These areas are: Education, Healthcare, Security, Vulnerable groups, Sports and social activities, Water and Sanitation, Bionetwork issues as well as research and development. The strategic plan provides a detailed matrix that will guide the implementation of various projects and activities that will be carried out in each of these nine areas of focus. The implementation matrix spells out the specific projects in each area of focus and the responsible agencies.

CHAPTER ONE

INTRODUCTION

1.1 Background of Nakuru Town West Constituency NG-CDF

Nakuru Town West constituency is considered as constituency number 175 by the Independent Electoral Boundaries Commission (IEBC). The constituency was established after the new constitutional dispensation which was promulgated in the year 2010. Nakuru Town Constituency was split into Nakuru Town East and Nakuru Town West Constituencies respectively. Therefore, Nakuru Town West constituency is among the eleven constituencies that form part of the expansive County of Nakuru. Since its inception, the constituency has been successfully represented in parliament by Hon. Samuel Arama.

Nakuru Town West Constituency has a population of approximately 172,013 people (Nakuru County Government, 2017). However, this population may have significantly increased and new statistics will be revealed by the population census of the year 2019. The total area covered by the constituency is approximately 251 square kilometers. The constituency has a total of six County Assembly Wards and Table 1.1 contains the specific details of each one of them.

Table 1.1: County Assembly Wards (CAW)

CWA Name	CWA Number	Population Estimate	Area (sq. km)	Description
Barut	0870	7,661	195.5	The sub locations in this ward include: Kelelwet, Parkview, Barut, and Lake Nakuru National Park.
London	0871	26,643	20.9	Constitutes Viwanda and Milimani sub locations
Kaptembwo	0872	79,480	5.1	Comprises of Kaptembwo Sub location
Kapkures	0873	10,918	26.0	Includes Lalwet, Ingobor and Mogoon sub locations
Rhoda	0874	27,787	1.1	Constitutes Mwaniki A Sub location
Shabaab	0875	20,323	2.4	Includes Githima sub location

Source: Nakuru County Government (2017)

Nakuru Town West Constituency is home to the famous Industrial area of Nakuru County. The area has several factories involved in the production of different varieties of products. Other economic activities that are prevalent in the constituency include farming in some areas such as Barut and Kapkures. The constituency also has a large population of workers and business community serving in Nakuru town.

1.2 Justification for Preparation of Strategic Plan

Kenya as a country has a plan to become a middle-income economy by the year 2030. The national government embraced strategic planning in order to achieve this objective. Nakuru Town West Constituency being among the electoral boundaries in the country has a responsibility of putting in place plans that are in line with the national agenda of development. It was therefore found to be necessary for the constituency to develop a strategic plan to guide implementation of various development projects in line with the national government agenda. Based on this spirit, the constituency developed its first strategic plan that covered the period from 2013 to 2017.

The current strategic plan builds on the first one after a careful examination of the achievements, lessons learnt and the challenges faced during implementation of the previous strategic plan. This strategic plan which covers the period from 2018 to 2022 also takes into consideration other emerging issues in the constituency that requires exceptional attention.

1.3 Methodology Adopted in Strategic Planning Process

The process of preparing this strategic plan adopted a participatory approach. The process kicked off by holding consultative forums with key stakeholders in the constituency. Views were collected from several stakeholders in each of the six County Assembly Wards. Among the stakeholders involved during the consultative forums were the electorates, the educationists, administrators at all levels within the boundaries of the constituency, medical professionals, those in charge of security, the business community, the youth and religious leaders. Careful consideration was also given to the country's development agenda such as the big four agenda and the NG-CDF Board strategic plan. All these were done to avoid deviation from key issues that require attention.

1.4 Key Features of the Strategic Plan

For clarity and comprehensibility this strategic plan is broken down into five distinct main sections otherwise herein referred to as chapters. The following is a brief description of the contents of each of the five chapters contained in this strategic plan.

Chapter one contains the background information concerning Nakuru Town West Constituency. This chapter provides elaborate information on the population, wards and sub locations of the constituency as well as the justification for development of this strategic plan.

Chapter two of this strategic plan document is purely a demonstration of the link that exists between Nakuru Town West constituency NG-CDF and other key players such as the global development agenda, the national development agenda and vision 2030. It also provides elaborate details of Nakuru Town West Constituency's development plan.

Chapter three presents information concerning the previous strategic plan that covered the period from 2012 to 2017, the achievements made during the period, issues that arose from implementation of the plan, SWOT analysis, PESTEL analysis and stakeholder analysis.

CHAPTER TWO

CONNECTION WITH GLOBAL AND NATIONAL DEVELOPMENT PLANS

2.1 Introduction

The Nakuru Town West Constituency strategic plan is not a document that originates from oblivion but rather carefully developed plan that took into account current development trends at the global, regional and national level. This chapter presents a summary of the relationship between this strategic plan and global development agenda, Kenya's Vision 2030 and the Big 4 agenda. It also presents the development plan for Nakuru Town West Constituency for the period from 2018 to 2022

2.2 Nakuru Town West NG-CDF and Global Development Initiatives

The United Nations (UN) launched Sustainable Development Goals (SDGs) in the year 2016 to succeed the Millennium Development Goals (MDGs). These SDGs originated from two global development agendas namely sustainable development and development cooperation. Out of these two agendas a total of seventeen SDGs were developed which serve as a blue print for achieving a better and sustainable future for all people in the globe. The SDGs seek to tackle the global challenges faced by all people, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The United Nations anticipates that no one will be left behind in achievement of these SDGs by the year 2030.

The Nakuru Town West NG-CDF strategic plan is therefore a reflection of the global development agenda that is propagated by the United Nations. The strategic plan seeks to address issues affecting residents of Nakuru Town West constituency such as poverty, issues of development and literacy. It is therefore a document that seeks to ensure that no resident of the constituency is left behind in achieving the global development agenda.

2.3 Nakuru Town West NG-CDF and Kenya's Vision 2030

The national government of Kenya came up with a plan to ensure the country makes significant development and progress by the year 2030. This plan commonly referred to as Vision 2030 is a long-term development blueprint for the country and which focuses on transforming the

country into a middle income or newly industrialized economy by the year 2030. The plan is aimed at provision of a better life for Kenyans in a sustainable manner. In order to achieve this vision, the vision 2030 implementation has been ongoing since the year 2008. The implementation phases are divided into five-year plans.

The development of Nakuru Town West NG-CDF strategic plan therefore took into consideration the road the country is treading towards achieving economic growth and development. The strategic plan is therefore part of the basic activities that must be carried out to assist in achieving the country's Vision 2030.

2.4 Relevance to National Government's Big Four Agenda

The National government through the leadership of His Excellence President Uhuru Kenyatta has indicated its commitment towards focusing on four critical issues which if achieved will assist the country in making significant progress. These issues have since been commonly referred to as the Big Four Agenda. The first issue among the Big Four is expansion of the manufacturing sector in Kenya. The expansion of the manufacturing sector will create more new job opportunities and improve production of goods and services for both domestic consumption and export. The second issue in the big four agenda is provision of affordable housing. In order to achieve this, the government intends to bring down the cost of construction through innovation. More title deeds will also be issued to enhance employment creation. The third issue is provision of affordable healthcare to all. This will be achieved by ensuring that each Kenyan has a medical cover and by reviewing rules governing private medical insurance to reduce cost of insurance cover. The fourth issue is food security where the government seeks to increase food yields in the country. This will be achieved through encouragement of large-scale commercial farming, diversification in food production, irrigation and harnessing skills from education.

This reviewed strategic plan for Nakuru Town West has taken into account the activities concerning the big four agenda and has been able to factor them into the plan. The strategic

plans has included projects that will act as support activities in ensuring the government succeeds in achieving the Big Four Agenda as planned.

2.5 Nakuru Town West Constituency Development Plan

The Nakuru Town West Constituency development agenda is to carefully align its activities with both the national and global development agenda. It aims at using the available resources efficiently and effectively to uplift the living standards of the people of Nakuru Town West Constituency.

The strategic plan is carefully designed to ensure that it achieves equity for all people in the constituency in order to eliminate disparities between the rich and the poor. In its development agenda, the constituency will seek to ensure that no one is left behind. The vulnerable members of society such as women, children, youth and the disabled will be accorded opportunities to enhance their development. This will be done in line with the existing government directives on procurement and other activities.

The constituency will also adopt all-encompassing processes in decision making and implementation of various programs. This will ensure that solid views are collected from those who know where the “shoe hurts most”. By encouraging stakeholder participation, the constituency will also be promoting adherence to the constitution of Kenya. Poverty reduction will also be among the key areas of focus as the constituency seeks to drive forward its development agenda.

CHAPTER THREE

SITUATION ANALYSIS

3.1 Introduction

This chapter looks at the previous strategic plan that covered the period from 2013 to 2017. Among the key issues highlighted include a review of the previous strategic plan, the achievements made from the strategic plan, issues arising from its implementation as well as lessons that were learnt from the previous strategic plan. The chapter also presents an analysis on the strengths, weaknesses, opportunities and threats of Nakuru Town West, PESTEL analysis as well as stakeholder analysis.

3.2 Review of Previous Strategic Plan (2013-2017)

The previous strategic plan covered the period from 2013 to 2017. The main areas of focus and program implementation were in education, health, clean water, infrastructure, security, environment and sports. Several projects were implemented as detailed in the strategic plan. However, not all the proposed projects were implemented due to lack of adequate financial resources. Therefore, a number of projects that could not be implemented during the period have been brought forward to the current strategic plan for implementation. These together with new proposed projects form part of the current strategic plan.

3.3 Achievements Realized

Substantial achievements were realized during the previous strategic period. The following pictographic images represent some of the projects that were completed in the last five years.



Eileen Ngochoch Pri. School - Before.



Eileen Ngochoch Pri. School – Perimeter wall after implementation.



Muslim primary school classrooms- Before



Muslim primary school classrooms- After.



Uhuru High School Classrooms - Before



Uhuru High School Classrooms - After



Kaptembwo Police Station – Before



Kaptembwo Police Station - After



Uhuru High School Kitchen - Before



Uhuru High School Dining Hall - After



**Purchase of 51 Seater Mwarikiki Sec. School Bus.
FY. 2017/2018**



**Handing over of 51 Seater Mwarikiki Sec. School
Bus. FY. 2017/2018**



**Mwariki Pri. School – Construction of 2
Classrooms FY. 2017/2018**



**Mwariki Pri. School – Removal of Asbestos and
Re-Roofing of 4 Classrooms FY. 2017/2018**



Ingobor Police Post – Construction of a police post. FY. 2013/2014 & 2014/2015



Mwariki Sec. School – Construction of Perimeter Wall. FY. 2016/2017



Uhuru High School – Construction of Two Classrooms. FY. 2014/15 & 2015/2016



Area M.P, DCC & Area MCA Commissioning Construction of Perimeter Wall at Moi Pri, School



Muslim Primary School – Construction of 3 Classrooms. FY. 2014/2015 & 2015/2016



Purchase Of 51-Seater Mama Ngina Pri. School Bus. FY. 2017/2018

3.4 Issues Arising from Implementation of Previous Strategic Plan

During the implementation of the previous strategic plan for the period 2013 to 2017 a number of challenges vividly came into the limelight. It is necessary to highlight these challenges in order to ensure a better implementation process for the current strategic plan for the period 2018 to 2022.

The first challenge that was experienced was that concerning delay in disbursement of funds from the NG-CDF Board. This delay in disbursement of funds always resulted to delay in commencement and completion dates for various projects. The delay further led to review of project costs as well as terms and conditions in some cases.

The other challenge faced relates to inability to initiate a project and complete the same in a single phase. This is mainly due to limited financial resources compared to the myriad projects that require funding. This implies that the little funds available have to be apportioned in smaller amounts to the many projects. Therefore, most projects were implemented in phases and this more often than not led to escalation of the total cost of the entire project.

Another challenge that affected implementation of the previous strategic plan was failure by certain groups of people to differentiate between politics and development. Politicization of the project implementation process therefore became a key impediment to achieving smooth implementation of some projects.

3.5 Key Lessons to Note from Previous Plan Implementation

Implementation of the previous strategic plan served as a major learning experience since it was the first to be implemented by the NG-CDF in Nakuru Town West Constituency. Important lessons were learnt that will be beneficial during implementation of the current strategic plan and future ones.

First, top leadership at the constituency level plays a significant role in successful strategy implementation. The visionary and all-inclusive leadership of the Member of Parliament for Nakuru Town West Constituency Hon. Samuel Arama made it possible for a significant

percentage of the implementation process to be accomplished. Support from other like-minded leaders made it possible for many projects to succeed.

Second, the desire of the people of Nakuru Town West to see change and support change initiatives played a significant part in ensuring successful implementation of the strategic plan. The voices of the people were heard, understood and incorporated into the implementation process.

Third, resources play a significant role in the success of strategy implementation. Availability of financial resources made it possible for some projects to be implemented within the required time frame. However, lack of adequate resources hindered the implementation of several other projects as planned.

Fourth, the commitment, transparency, honesty and integrity of the NG-CDF Nakuru Town West Constituency personnel played a critical role in facilitating implementation of the previous strategic plan. Having in place qualified and professional employees is essential in successful implementation of the strategic plan.

3.6 SWOT Analysis

For a better and comprehensive strategic plan, it was necessary to get a clear glimpse of the internal and external environment of Nakuru Town West Constituency. This was achieved through conducting an analysis of the Strengths, weaknesses, opportunities and threats (SWOT) of the constituency. A detailed description of these issues is presented in Table 3.1.

Table 3.1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> i. Brilliant and focused political leadership from area MP ii. A highly professional and committed NG-CDF staff iii. A supportive, cooperative and appreciative electorate iv. Availability of many industries within the constituency boundaries v. A sizable population that is highly cosmopolitan vi. Favourable weather patterns that support agricultural activity vii. Availability of several institutions of higher learning viii. Location of the constituency along Northern Corridor and good road network in CBD 	<ul style="list-style-type: none"> i. High level of poverty ii. Poor technological advancements especially in areas distant from CBD iii. Poor performance of some educational institutions iv. Insufficient financial resources to cater for the needs of the people v. Insufficient health facilities in some wards forcing people to walk long distances to seek for healthcare services vi. High levels of unemployment among youth vii. Inadequate primary and secondary schools to cater for growing population viii. Poor state of road infrastructure in some wards such as Kapkures Barut road
Opportunities	Threats
<ul style="list-style-type: none"> i. Location within the precincts of Nakuru town may give residents more business opportunities and jobs ii. The huge population of Nakuru town presents a suitable market for primary agricultural output and agro processing iii. Potential benefits from tourism activities since Lake Nakuru National Park is in the Constituency. Other tourist attraction sites are also available outside the constituency iv. Closeness to Nakuru County Headquarters presents several investment and business opportunities to be exploited 	<ul style="list-style-type: none"> i. Drug abuse and addiction especially among the youth ii. Street children in some specific wards especially those near Nakuru town iii. Cases or pockets of insecurity both within and outside the constituency that are likely to be a hindrance to development iv. Delay in disbursement of funds by the NG-CDF Board v. Poor sanitation especially in informal settlements near town poses a huge risk to the residents from water borne diseases

3.7 PESTEL Analysis

This section presents the political, economic, social, technological, environmental as well as legal issues or factors that have the potential of affecting either positively or negatively the activities of the Nakuru Town West constituency. Table 3.2 provides the details of PESTEL analysis.

Table 3.2: PESTEL Analysis

Key Issue	Elements	Description	Strategic action
Political	Peace and tranquility	Peace in a cosmopolitan constituency is key to development	The leadership through Hon. Samuel Arama will lead campaigns of peaceful coexistence
	Politicization of development	Political opponents making ill motivated moves to hinder project implementation	Reaching out on political opponents to work together for the sake of development. Sticking to strategy implementation plan
	Ethical governance	Corruption and other malpractices are likely to affect development and resource embezzlement	Practicing transparency in financial reporting. Ensuring adherence to government laws and procedures
Economic	Vision 2030	Implementation activities related to vision 2030 will foster development	Identification of vision 2030 flagship projects to be implemented in the constituency
	Financial resources	Limited allocation of financial resources thwarts development efforts	This is a role of the National assembly that can be pursued conclusively by parliament.
	Agricultural development	Subsistence agriculture and poor farming technologies affect agricultural development	Working closely with other government departments to provide agricultural extension information to farmers
Social	High poverty level	The high levels of poverty in the constituency is a major hindrance since it sometimes to have a vicious cycle and lasts for generations	Development of basic infrastructure in the constituency to provide a conducive environment for microenterprise growth and investment
	Population flare-up	The high population growth rate has put immense pressure on available infrastructure such as health facilities, education institutions and other utilities such water and sanitation	Expansion of existing infrastructure such as construction of more schools, health centers etc. Work with County government to upgrade sanitation and national government to provide reproductive education.
	The youth challenge	Majority of youth are unemployed. This may lead to involvement in crime and drug abuse due to idleness	Providing the youth with opportunity to participate in tenders and also work with Uwezo Fund to ensure access to finance. Seminars for youth

Key Issue	Elements	Description	Strategic action
Technological	ICT infrastructure and skills	Lack of appropriate ICT infrastructure e.g. wi-fi and internet in some parts of the constituency hinders access to information necessary for development. Lack of skills also affects information access	Working with ICT firms to explore possibility of making internet and wi-fi available to all areas of the constituency. Provide sponsored ICT trainings to equip people with knowledge and skills
	Technological innovation	Lack of technological innovation hinders development	Identification and support of skill and talent in information technology
Environmental	Climate change	Changing climatic conditions have had a negative impact on fauna as well as flora	The constituency will allocate 2 percent of its budget annually to support tree planting, supply of water for agricultural production
	Alternative fuel and energy	Over-dependence on fossil fuels continues to harm the environment and hinders achievement of sustainable development	The constituency will advocate and support the use of clean energy such as solar power. Allocation towards installation of solar energy in schools and other facilities will be given priority
	Waste management and disposal	A lot of waste is generated since the constituency lies at the heart of Nakuru town. This may range from industrial to domestic waste. This may pose hazards to people and environment	To work closely with County government of Nakuru in order to ensure proper waste disposal and management. Recycling and re-use of materials to be encouraged to reduce waste
Legal	PPDA 2015	The Public procurement and Asset Disposal Act of 2015 provides guidelines concerning procurement and disposal in public sector. Failure to comply may become a challenge to implementation of development projects	Training for relevant personnel will be done to ensure compliance with the act.
	Government directives, regulations and PPDA review	The directives provided from time to time by relevant government agencies will affect the way activities are carried out in the constituency	Seminars will be carried out to educate relevant personnel with changes that may arise from time to time. Compliance with government rules and regulations will be a priority

3.8 Stakeholder Analysis

Nakuru Town West Constituency NG-CDF appreciates the fact that there are a number of parties who have interest in its activities. Different stakeholders have different desires they expect the NG-CDF to fulfil. Therefore, understanding their expectations was very important in

coming up with a strategic plan that adequately captures stakeholder expectations. Table 3.3 illustrates the various stakeholders and their expectations.

Table 3.3: Stakeholder analysis

Stakeholder	Expectations	Stakeholder Responsibility
Member of parliament	Implementation of projects that can alleviate poverty Timely project implementation Adequate financing of projects Equitable development in the constituency No one should be left behind	Oversight of NG-CDF at constituency level Enact through parliament laws that will ensure adequate funding Liaise with constituents to drive development agenda
Constituents	Participatory approach to development issues To be involved in project implementation and evaluation Equity and equality Election of visionary leadership at all levels	Willingness and commitment to provide views on development projects Monitor implementation of projects Exercise voting rights to elect leaders
Business community	Opportunity to participate in local sourcing Provision of sustainable products Timely compensation by CDF	Provide genuine products at market price Engagement in honest business activities Provide value for money
Government Agencies	Adherence to government rules and regulations Involvement where necessary	Carry audits and inspections where required Provide all forms of advice in project planning implementation Availing data and information required
Development Partners and Community Based Organizations	Collaboration in identification and implementation of projects Focus on projects that have high impact in poverty alleviation and sustainable development Transparency and accountability in resource utilization	Participating in project planning and implementation Partnering with NG-CDF in financing of projects Providing support and guidance on project management Community sensitization on various development related issues
Educationalists	Well developed education facilities Outstanding academic performance in schools 100% transition rate to higher levels of education More schools and other related institutions	Collaborate with NG-CDF to plan educational activities Identify and recommend educational facilities for renovation and improvement Work closely with NG-CDF to improve academic performance and transition rates

Stakeholder	Expectations	Stakeholder Responsibility
Suppliers and service providers	Transparency and fairness in tendering Competitive tendering processes Consideration of youth, women and those with disabilities	Avoid corrupt activities Ensure good quality products Continuous improvement to ensure better products and services Innovation to include sustainability
Media	Access to factual information Involvement of media in various project levels Access to accurate and complete information	Report issues without bias Highlight various projects being implemented by the fund Ensuring that the fund's activities are well cascaded to other stakeholders
NG-CDF Personnel	Freedom to discharge duties and responsibilities without undue influence Secure working environment Capacity development and opportunities for personal and career development	Discharge duties and responsibilities as required by law Identify and plan to attend trainings and workshops for capacity development

CHAPTER FOUR

STRATEGIC MODEL

4.1 Introduction

This chapter provides details concerning the strategic plan proposed for implementation during the period 2018 to 2022. It also provides more details concerning the vision of Nakuru Town West NG-CDF, its mission, core values, the strategic issues and corresponding strategies, as well as key projects scheduled for implementation during the said period.

4.2 Vision and Mission Statement

Vision: A model constituency in economic development. The constituency seeks to make significant giant steps towards achieving economic development. It aims at becoming a model to be emulated by other constituencies in the country.

Mission: Efficient and effective utilization of resources for achievement of equitable and sustainable development. The constituency will endeavor to utilize the available resources in a manner that will bring remarkable change to the people.

4.3 Core Values

The core values provide information concerning what we believe in and wish to uphold in the course of providing services to the people of Nakuru Town West Constituency. Figure 4.1 in the next page is a diagrammatic representation of the core values.

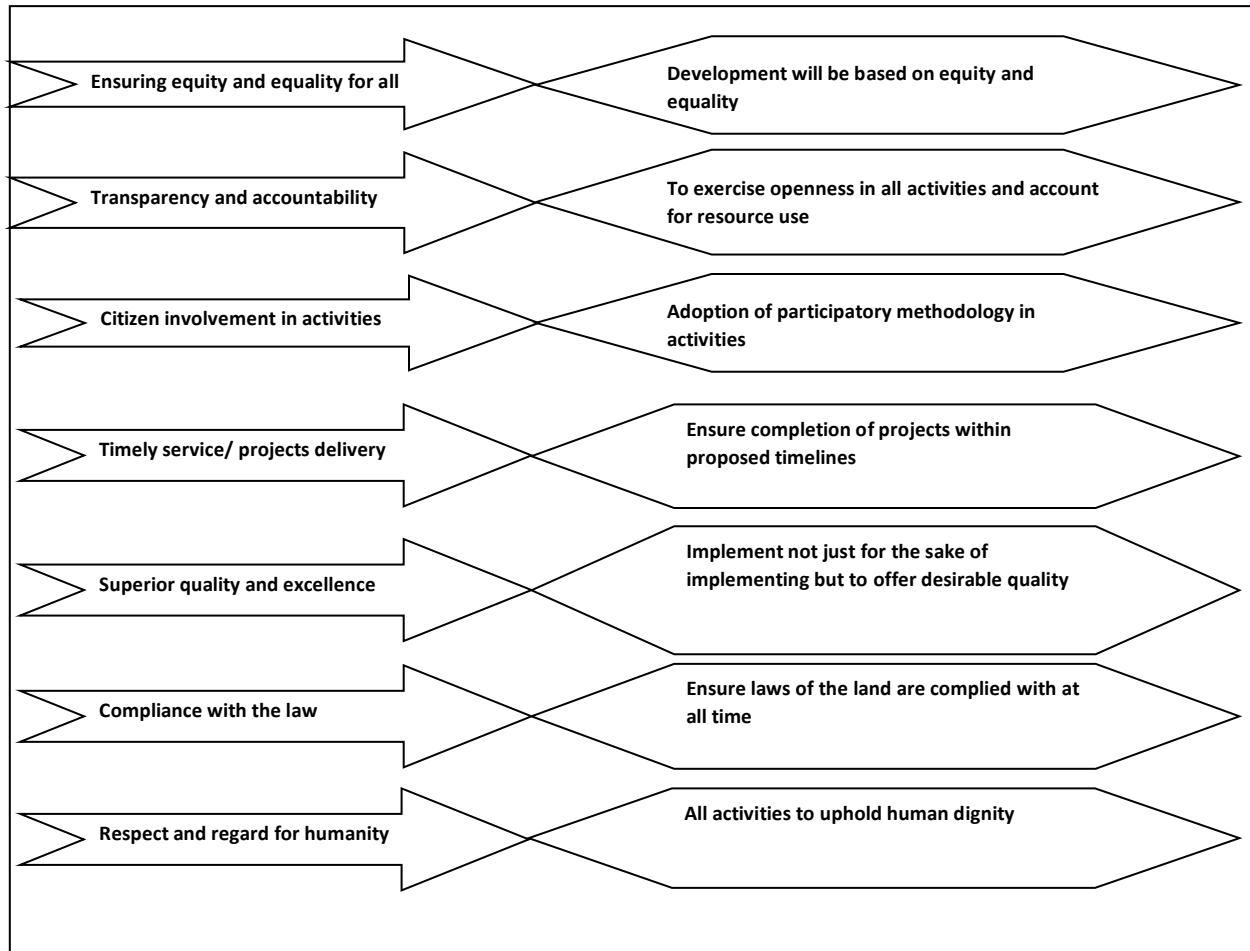


Figure 4.1: Core Values

4.4 Strategic Model, Objectives and Strategies

The NG-CDF for Nauru Town West constituency is committed to achieving its vision of becoming a model constituency in matters of development. In order to realize this noble vision, a number of issues were identified. These issues will be the main point of focus during the period starting from 2018-2022. Table 4.2 illustrates the details of these issues, objectives and strategies that will be employed in achieving them.

Table 4.2: Strategic Model, Objectives and Strategies

AREA OF FOCUS	STRATEGIC OBJECTIVES	KEY ACTIVITIES
Education	To upgrade infrastructure in educational institutions in order to create a conducive learning environment	<ul style="list-style-type: none"> Construct new classrooms, halls, and dormitories to ease congestion in already congested schools Construction of science laboratories in schools without such facilities Building new sanitation facilities in schools with deplorable ones Purchase of school buses for a number of schools to facilitate transportation Construction of perimeter walls and roof replacement in a number of schools Construction of new ECD centers in areas with none Establishment of new secondary schools in wards where few of them exist
	Enhance the academic performance of educational institutions in Nakuru Town West Constituency	<ul style="list-style-type: none"> Working closely with Ministry of education at County level to build capacity of teachers through workshops Working closely with the TSC commission and school BOGs to ensure adequate staffing of the schools
	Ensure access to education by all in order to avoid leaving anyone behind	<ul style="list-style-type: none"> Providing bursaries to all needy and deserving students at various levels of education to assist them pursue their studies Creating a resource center to provide information on available scholarships within and outside the country for those willing to pursue higher education
Health	Decongest available health facilities	<ul style="list-style-type: none"> Construction of new health centers in wards
	Enhance access to health care by all constituents	<ul style="list-style-type: none"> Construction of health centers in wards where none exists Working with County government to ensure availability of medical ambulances in medical facilities Purchasing necessary medical equipment to facilitate access to healthcare Working closely with County government to ensure availability of drugs in health centers
Infrastructure	Improve and enhance the state of existing road, NG-CDF and ICT infrastructure	<ul style="list-style-type: none"> Working with County government and other government agencies to ensure tarmacking of some roads in the constituency Funding the upgrading of some access roads in various wards within the constituency Working closely with other agencies including telecommunication companies in installation of ICT infrastructure Construction of constituency and D.C.C offices
Security	Enhance security in each and every part of the constituency	<ul style="list-style-type: none"> Construct of police facilities in areas where they do not exist or are distant hence difficult to reach within a short time Workshops and seminars to sensitize people on community policing Construction of administration offices for locations, sub locations Installation of renewable and clean energy street and floodlights in various market centers

AREA OF FOCUS	STRATEGIC OBJECTIVES	KEY ACTIVITIES
Vulnerable groups	Empower women to participate in economic development of constituency	<ul style="list-style-type: none"> • Training and mentorship programs for women on microenterprise development and management • Working with other government agencies to assist women access services and products of the Uwezo fund
	Empower youth and prepare them for better life and access to employment opportunities	<ul style="list-style-type: none"> • Construction of at least one additional technical and vocational training institute to facilitate access to craft and certificate courses to the youth • Linking the youth with UWEZO fund and other agencies that can assist them in micro enterprise development and growth • Seminars for youth in micro enterprise development and management as well as areas of opportunities
	Empower people with special needs eliminate dependency and abuse	<ul style="list-style-type: none"> • Carry out a registration of all people with special needs in Nakuru Town West Constituency • Provide life skills and vocational training for people with special needs • Facilitating access to UWEZO fund and other government agencies that can support people with special needs
Sports and Social activities	To nurture talent and promote social integration in the constituency	<ul style="list-style-type: none"> • Construction of social centers properly equipped with facilities such as indoor games in the constituency • Enhancing and promoting sports activities through planned competitions of various sporting events at constituency and inter-constituency level • Planning and implementation of activities that can promote social integration among the diverse communities in the constituency • Sponsorship to Sports academies for people with exceptional talent
Water and Sanitation	Ensure access to clean water and sanitation facilities	<ul style="list-style-type: none"> • Working with County government to ensure provision of pipe water to all areas of the constituency • Sinking boreholes in schools and areas not served by pipe water • Liaising with County government to upgrade sanitation in the area • Investing in water storage in schools and other public institutions
Bionetwork issues	To ensure better use and management of the environment to serve current and future generations	<ul style="list-style-type: none"> • Plan and implement tree planting programs across the entire constituency • Work with ministry of agriculture to promote sustainable agricultural practices • Work closely with industries to address issues concerning waste disposal and emissions
Research and Development	Promote innovation decision making based on statistical facts	<ul style="list-style-type: none"> • Carry out annual surveys to assist in making informed decisions • Invest funds to finance constituency level innovations • Assisting in patenting of any innovations from the constituency

CHAPTER FIVE

STRATEGIC MODEL IMPLEMENTATION AND EVALUATION

5.1 Introduction

This last chapter of the strategic plan provides relevant details of the people tasked with the responsibility of implementation of the plan. It also provides important details on how resources will be mobilized and utilized during the period from 2018 to 2022. Contained in the chapter also is information pertaining to risk identification and mitigation, monitoring and evaluation criterion as well as the strategic Model implementation criteria.

5.2 Structure of Nakuru West NG-CDF Committee

The Nakuru Town West NG-CDF has members who perform various functions. NG-CDFC has the responsibility of ensuring that funds are available and are utilized efficiently for the benefit of the people of Nakuru Town West Constituency. The Member of Parliament plays an oversight role to ensure that the Nakuru Town West NG-CDFC carries out its mandate as required. The Nakuru Town West NG-CDF office operates directly under the NG-CDF board. The Fund Account Manager (FAM) heads the NG-CDF office. The office is further divided into two key sections: The first section is the office staff who include the Accounts Assistant, IT and Records Officer, Office Clerk, Office Secretary and Cleaner. The second section is the NG-CDFC which comprises of the Chair, the Secretary and the Members. These two sections work together as a team in order to ensure that the activities of the office and constituency are carried out effectively. The office staff and the NG-CDFC will continue working as a team in order to ensure successful implementation of the current strategic plan.

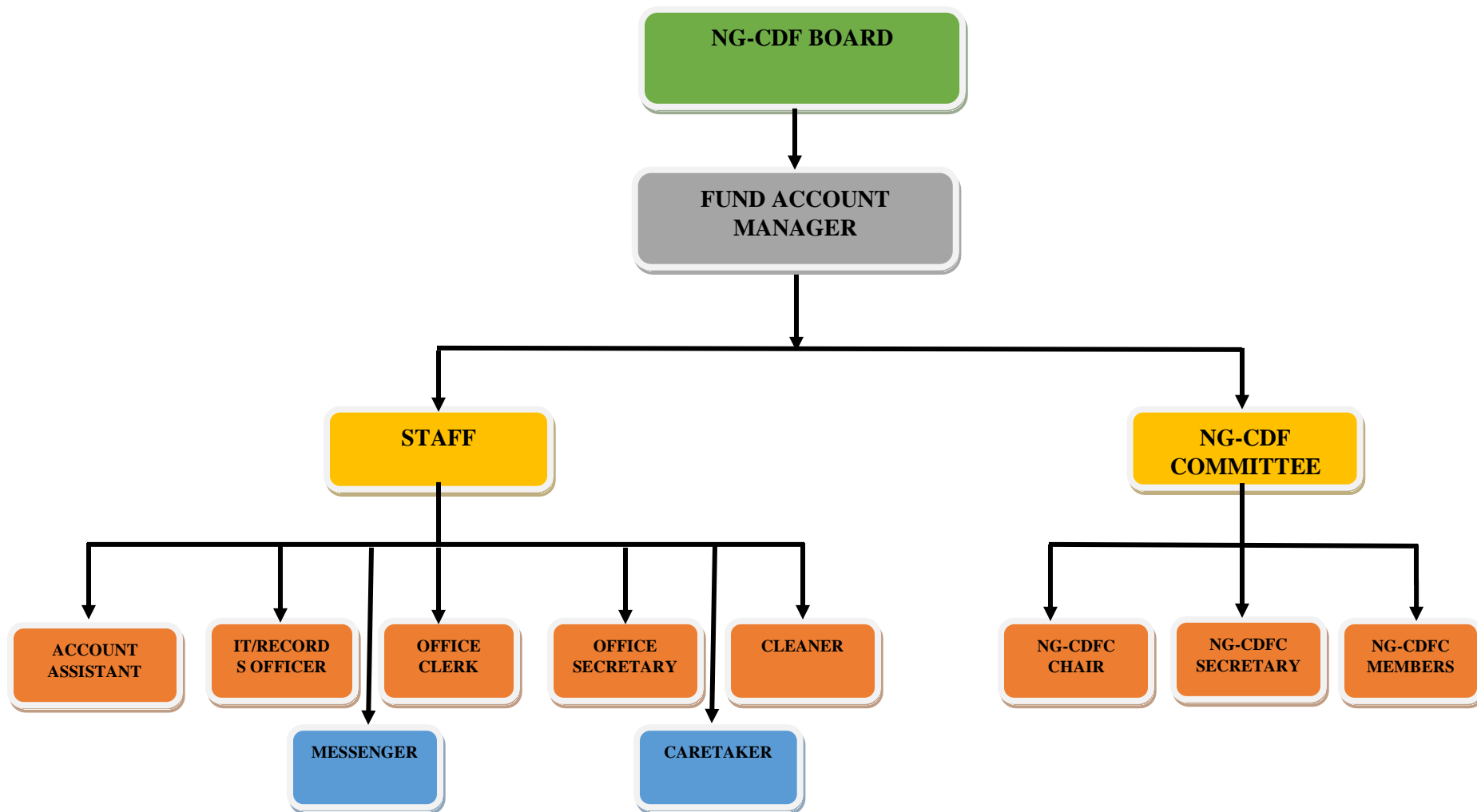


Figure 5.1: Nakuru Town West Constituency NG-CDF Office Structure

5.3 Resource Mobilization and Utilization

The main source of the funds received by Nakuru Town West NG-CDFC is from the government of the Republic of Kenya through the NG-CDF. Every year the government remits money to the Nakuru Town West NG-CDFC just like it does to all other constituencies in the country. However, the financial resources received are not enough to meet the myriad needs of the people. Therefore, Nakuru Town West NG-CDFC seeks partnership with other agencies both governmental and non-governmental in the implementation of other projects that may not secure adequate financing.

5.4 Risk Identification and Mitigation

The implementation of this strategic plan may not be successful without proper risk identification and management initiatives. It will be necessary to appreciate that there are several impediments and hazards that are likely to hinder successful implementation of this strategic plan. The Nakuru Town West NG-CDFC will ensure that all potential risks are identified and that appropriate risk mitigation strategies are put in place to minimize chances of failure in implementation of the strategic model. This process will be carried out in line with existing international and national standards on risk management.

5.5 Monitoring and Evaluation

The level of success that will be achieved in implementation of this strategic model will depend to a large extent on the monitoring and evaluation mechanisms that will be employed. It is necessary to ensure that implementation of various activities and projects is carried out within the required timeframe and costs. In order to have a successful monitoring and evaluation process for this strategic model, the following activities will be necessary:

- i. Holding regular meetings with stakeholders to assess the progress of the projects being implemented. Meetings to be held on a quarterly basis.*
- ii. Liaising with government regulatory agencies on a regular basis preferably at the beginning and midway of projects to get an objective report of their assessment.*
- iii. Arranging monthly meetings with involved communities to gather views on the progress of various projects being implemented.*

- iv. *Carrying out an internal audit of each and every project during its different phases of implementation to ensure everything is observed.*
- v. *Providing a detailed update of all projects being implemented to the Member of Parliament and arrange for site visits for him to ascertain the authenticity of the projects.*
- vi. *Encouraging both open and anonymous feedback from members of the public concerning the state of implementation of various projects.*
- vii. *In case of projects that may involve serial tendering, project review will be carried out upon completion of one phase before commencing in the implementation of the subsequent phase.*
- viii. *Reference to existing government rules and regulations will be made from time to time to ensure the implementation of projects is in line with government requirements.*
- ix. *In case where donors or other financiers exist, regular joint meetings and reviews will be carried out on a quarterly basis or monthly basis where applicable.*

5.6 Strategic Model Implementation Criteria

This section provides detailed information concerning the criteria that will be adopted in implementing the strategic model for the period 2018 to 2022. The details involve the expected outcome from each strategic objective, the key projects to be implemented to achieve the objective, the number of units to be implemented where applicable, the implementing agency or department as well as the date when the projects are to be completed. All the above details are contained in the implementation matrix in the next page.

IMPLEMENTATION MATRIX

Strategic Objective I: To upgrade infrastructure in educational institutions in order to create a conducive learning environment

Expected Outcome	Projects to be Implemented	Total Number of Units	Year of completion	Implementing Department
Improved infrastructure in educational institutions	Construction of classrooms in various schools among the six wards in the constituency	35	2022	NG-CDFC/PMC
	Construction of perimeter wall in identified schools in the constituency	7	2022	NG-CDFC/PMC
	Construction of dormitories	5	2022	NG-CDFC/PMC
	Purchase of a school bus for identified schools in the constituency based on priority and need	5	2022	NG-CDFC/PMC
	Construction of Toilets in identified schools in the constituency based on need and priority	8	2022	NG-CDFC/PMC
	Construction of Multipurpose Hall/Dining	3	2022	NG-CDFC/PMC

Strategic objective II: Enhance the academic performance of educational institutions in Nakuru Town West Constituency

Expected Outcome	Projects to be Implemented		Total Number of Units	Year of completion	Implementing Department
Significant improvement in the performance of schools in Nakuru Town West Constituency	Teacher capacity building	Seminars and workshops for all teachers in the constituency	12	2022	NG-CDFC/PMC/CG/MOE
	Adequate staffing in schools	All schools in the constituency		2022	TSC/CG/ NG-CDFC/PMC/BOGs

Strategic Objective III: Ensure access to education by all in order to avoid leaving anyone behind

Expected Outcome	Projects to be Implemented		Total Number of Units	Year of completion	Implementing Department
Ensure access to education by all in order to avoid leaving anyone behind	Provision of bursaries to all needy and deserving students	All needy and deserving students in secondary and universities from the constituency subject to availability of funds		Awarded yearly	NG-CDFC/PMC
	Establishment of information resource Centre	Construction and equipping of information resource center	1	2022	NG-CDFC/PMC

Strategic objective IV: Decongest available health facilities

Strategic objective V: Enhance access to health care by all constituents

Expected Outcome	Projects to be Implemented	Total Number of Units	Year of completion	Implementing Department
Enhanced facilities in hospitals to assist in better healthcare provision as well as better access to healthcare	Upgrade the health facilities in identified dispensaries among the 6 wards in the constituency. This will also include construction of new ward wings where necessary	6	2022	NG-CDFC/PMC/CG
	Construction of new Dispensaries to enhance access to healthcare services by all constituents	3	2022	NG-CDFC/PMC/CG
	Availing medicines to hospitals in good time. Timely procurement and delivery of medicines		2022	CG/NG-CDFC
	Purchasing ambulances for each County Assembly Ward in order to ensure availability of Medical emergency services for all	6	2022	CG/ NG-CDFC
	Equipping hospitals to be able to provide better services. Purchasing modern equipment for at least one hospital in each County Assembly Ward	6	2022	CG/ NG-CDFC

Strategic Objective VI: Improve and enhance the state of existing road, NG-CDF and ICT infrastructure

Expected Outcome	Projects to be Implemented	Total Number of Units	Year of completion	Implementing Department
Improved road network to provide easier accessibility to market and services as well as ensure access to internet	Rehabilitation of various identified roads in each County Assembly Ward. This will include construction of bridges where necessary	20	2022	NG-CDFC/PMC
	Establishment of public WiFi hotspots in various places among the County Assembly Wards in the constituency. This will provide access to internet and information for the constituents	18	2022	NG-CDFC/PMC

Strategic Objective VII: Enhance security in each and every part of the constituency

Expected Outcome	Projects to be Implemented	Total Number of Units	Year of completion	Implementing Department
Enhanced security for all in the constituency as well as quick access to security agencies and better public service delivery	Construction of Police posts and police housing units and other related facilities	6	2022	NG-CDFC/PMC
	Construction of Chiefs' camps to enhance security and administration	6		NG-CDFC/PMC

Strategic Objective VIII: Empower women to participate in economic development of constituency

Strategic Objective IX: Empower youth and prepare them for better life and access to employment opportunities

Strategic Objective X: Empower people with special needs eliminate dependency and abuse

Expected Outcome	Projects to be Implemented		Total Number of Units	Year of completion	Implementing Department
More opportunities for women, youth and people with special needs in order to improve their living standards	Women empowerment programmes and projects	Training and mentorship programmes on micro-enterprise development and management as well as to link women with UWEZO fund for financing of micro-enterprises. This will also involve training on SACCO formation and operations	6	2022	NG-CDFC/PMC/UWEZO
	Youth	Construction of a technical training institute to facilitate access to craft and certificate courses to the youth	1	2022	NG-CDFC/PMC
		Construction of a youth resource center in the constituency	1	2022	NG-CDFC/PMC
		Training and mentorship programmes on micro-enterprise development and management. This will also involve training on SACCO formation and operations	6	2022	NG-CDFC/PMC
	People with special needs	Carry out registration exercise of all people with special needs in the constituency	1	2022	NG-CDFC/PMC
		Conduct vocational training program for people with special needs	1	2022	NG-CDFC/PMC
		Seminar to link people with special needs with UWEZO fund	1	2022	NG-CDFC/PMC

Strategic Objective XI: To nurture talent and promote social integration in the constituency

Expected Outcome	Projects to be Implemented		Total Number of Units	Year of completion	Implementing Department
Better and equipped sports facilities and talent growth as well as a socially cohesive constituency	Development of sports facilities	Construction of a sports stadium in the constituency	1	2022	NG-CDFC/PMC
		Construction of social halls in all County Assembly Wards equipped with indoor games	6	2022	NG-CDFC/PMC/CG
	Nurturing of talent	Identify and sponsor exceptional sports talent to sports academies	120	2022	NG-CDFC/PMC
		Organize annual sports competition for the constituency involving various games both in and outdoor	5	2022	NG-CDFC/PMC
	Maintaining a cohesive society	Organizing annual social events to promote cohesiveness in the constituency	5	2022	NG-CDFC/PMC

Strategic Objective XII: Ensure access to clean water and sanitation facilities

Expected Outcome	Projects to be Implemented	Total Number of Units	Year of completion	Implementing Department
Access to clean water and sanitation for all	Borehole drilling in to provide a source of clean water	12	2022	NG-CDFC/PMC
	Improving sanitation through employing youth (kazi kwa vijana programme) to unblock drainage and waste water systems	500	2022	NG-CDFC/PMC/CG

Strategic Objective XIII: To ensure better use and management of the environment to serve current and future generations

Expected Outcome	Projects to be Implemented		Total Number of Units	Year of completion	Implementing Department
Reduction in environmental pollution and greenhouse gas effect	Seminars on proper waste management and reduction of greenhouse gas emissions, reduction of emissions from industries as well as Safe waste treatment and disposal from factories		5	2022	NG-CDFC/PMC/Factories Liaising with factories
	Protection of environment from pollution and adverse climatic change	Annual tree planning exercise	5	2022	NG-CDFC/PMC
		Seminar on organic farming methods	6	2022	NG-CDFC/PMC
	Maintaining a cohesive society	Regular garbage collection and construction of garbage collection points	12	2022	NG-CDFC/PMC/CG

Strategic Objective XIV: Promote innovation decision making based on statistical facts

Expected Outcome	Projects to be Implemented		Total Number of Units	Year of completion	Implementing Department
Data and up to date statistics for decision making as well as increased innovation	Regular research to provide data for decision making	Carrying out annual surveys to collect data on various issues in order to assist in decision making	5	2022	NG-CDFC/PMC
	Encouraging innovation in constituency	Setting aside funds for supporting innovative ideas from the constituency	20 Million	2022	NG-CDFC/PMC