



# COUNTY GOVERNMENT OF HOMA BAY

# STOCK TAKING REPORT

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# HOMA BAY COUNTY PROJECT STOCK-TAKING REPORT



## 1 INTRODUCTION

This report presents a comprehensive Monitoring, Evaluation, Accountability and Learning (MEAL) assessment of development projects implemented across Homa Bay County. The analysis is anchored on the **County Master Project System, which contains 2,791 projects**, representing the full inventory of county development initiatives across all sub-counties, departments, and financial years.

To strengthen data quality, enhance verification, and support evidence-based analysis, the County leveraged a structured digital tracking exercise using KoBoToolbox. This enabled field-level validation, georeferencing, and real-time status updates, thereby enriching the analytical depth of the assessment while maintaining consistency with the official system records.

Homa Bay County has consistently demonstrated a strong commitment to inclusive and sustainable development, investing in key sectors such as infrastructure, health, water, education, and economic empowerment. However, as with many devolved units managing large and diverse project portfolios, challenges related to financing, implementation efficiency, and monitoring persist.

This report therefore provides a **data-driven, evidence-based, and results-oriented evaluation** aimed at:

- a) Assessing implementation efficiency and completion performance
- b) Identifying systemic and operational bottlenecks
- c) Supporting evidence-based planning and resource allocation
- d) Demonstrating readiness for performance-based financing under KSDSP II

By integrating administrative datasets, field-validated observations, and GIS-based spatial analytics, the County strengthens its position as a data-driven, accountable, and implementation-focused institution.

### 1.0 Objectives

The objectives of this report are to:

- a) **Provide an evidence-based overview of project implementation performance**, highlighting achievements and completion rates across sub-counties and sectors.
- b) **Identify systemic challenges** that affect timely delivery, quality, and sustainability of projects.

- c) **Inform strategic decision-making** for County leadership, enabling more efficient allocation of resources, strengthened oversight, and enhanced value for money.
- d) **Support development partner assessments for grant financing**, demonstrating Homa Bay County's readiness for structured, results-driven investments, and its commitment to transparency, accountability, and measurable impact.

## 2. BACKGROUND AND METHODOLOGICAL APPROACH

Homa Bay County has continued to invest in socio-economic transformation aligned to national development priorities and the Sustainable Development Goals (SDGs). To strengthen oversight and performance tracking, the County deployed a digital monitoring framework supported by KoBoToolbox and GIS integration.

### 2.0 Data Captured Under the Framework

The objectives of this report are to:

- a) Project identification and geolocation (GPS coordinates)
- b) Financial allocation, disbursement, and expenditure tracking
- c) Implementation timelines and milestones
- d) Project status classification (Completed, Ongoing, Stalled)
- e) Risk factors, implementation challenges, and mitigation measures

### 2.1 Analytical Framework

The County Master Project System (2,791 projects) serves as the official reference dataset for reporting and Public accountability. This was complemented by field-validated KoBoToolbox data to ensure:

- Data accuracy and verification integrity
- Improved reliability of performance indicators
- Consistency between administrative and field records

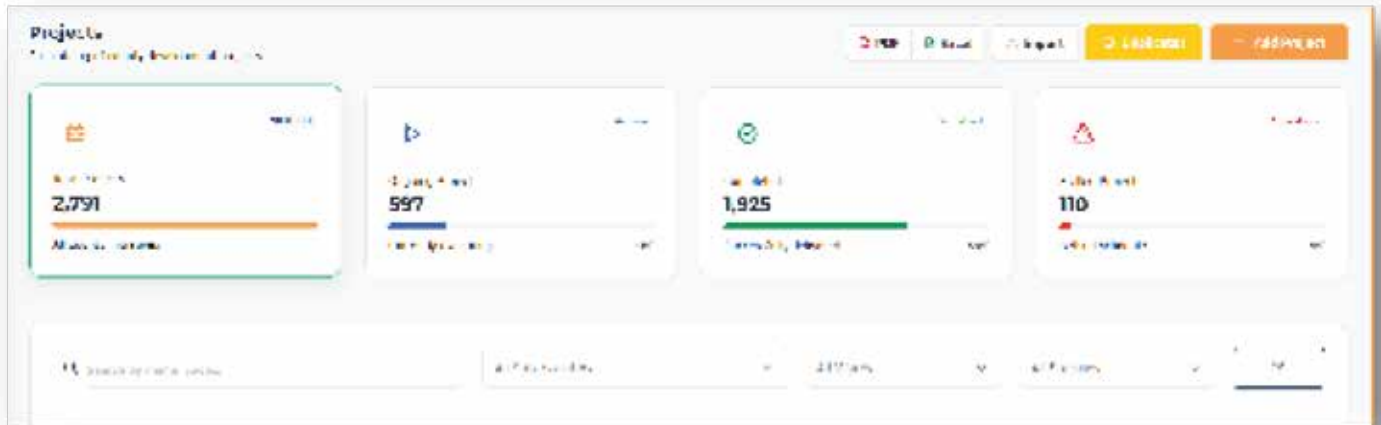
This integrated approach strengthens transparency, accountability, and analytical robustness in county-level MEAL reporting.

### 2.2 Methodological Approach

The County Master Project System (2,791 projects) serves as the official reference for reporting and accountability. Analytical insights presented in this report are informed by field-validated data collected through KoBoToolbox, which enhances accuracy, timeliness, and reliability of performance indicators.

This integrated approach ensures:

- Consistency with official records
- Analytical robustness through verified data
- Transparency in performance evaluation



**Figure 1: Project Implementation Status**

### 3. PROJECT STATUS OVERVIEW – ANALYTICAL DISCUSSION

The Homa Bay County development portfolio comprises a total of 2,791 projects, representing the full investment footprint across all sectors, sub-counties, and financial years. The status distribution provides a clear picture of implementation performance, system efficiency, and emerging risk areas.

#### 3.0. Overall Implementation Performance

Out of the total projects:

- 1,925 projects are completed
- 597 projects are ongoing
- 110 projects are stalled

This indicates a strong overall implementation trajectory, with the majority of projects already delivered or actively under implementation. The dominance of completed projects reflects a high execution capacity and sustained delivery momentum across the County's development portfolio.

#### 3.1. Completion Performance

Completed projects account for the largest share of the portfolio:

- Completed Projects: 1,925 (~69.0%) of total projects

This is a strong performance indicator and demonstrates:

- Effective project execution systems
- Strong absorption of development funding
- Significant delivery of tangible infrastructure and service outputs
- Institutional capacity to convert plans into completed assets

From an M&E perspective, a completion rate approaching 70% is indicative of a mature and functional implementation system, especially within a large and multi-sectoral county portfolio.

### 3.2 Active Implementation Pipeline (Ongoing Projects)

- Ongoing Projects: 597 (~21.4%)

This represents a healthy pipeline of active investments currently under execution. The proportion is significant enough to indicate:

- Continued development momentum
- Ongoing service delivery expansion
- Active contractor engagement and project rollout

However, it also implies that approximately 1 in every 5 projects is still in execution phase, which requires sustained monitoring to prevent slippage into delays or stalling. From a management perspective, this category is the most sensitive stage, as it determines future completion rates and overall performance trends.

### 3.3. Stalled Projects (Implementation Risk Zone)

- Stalled Projects: 110 (~3.9%)

Although relatively low compared to total projects, stalled projects represent a critical risk segment of the portfolio.

Key implications include:

- Potential funding constraints or delayed disbursements
- Contractor performance challenges
- Design, technical, or site-related issues
- Administrative or procurement bottlenecks

While the proportion remains below 5%, each stalled project represents a lost opportunity for service delivery and public value realization. From an M&E standpoint, this category requires targeted recovery interventions, not generalized system-wide correction.

### 3.4. System Efficiency Interpretation

When assessed holistically, the portfolio demonstrates the following performance structure:

- Completed + Ongoing Projects = 2,522 (~90.4%)
- Stalled Projects = 110 (~3.9%)

This indicates that over 90% of projects are either delivered or actively progressing, which is a strong indicator of system functionality.

### 3.5. Key M&E Insights

- a) High Delivery Efficiency
  - The County demonstrates strong project conversion from planning to completion.
- b) Healthy Implementation Pipeline
  - A significant portion of projects remains active, ensuring continuity of development outcomes.

- c) Controlled Implementation Risk
  - Stalled projects are relatively low, suggesting localized rather than systemic challenges.
- d) Need for Preventive Monitoring
  - Focus should shift from reactive recovery to early warning systems for ongoing projects to prevent future stalling.

### 3.6. Strategic Interpretation

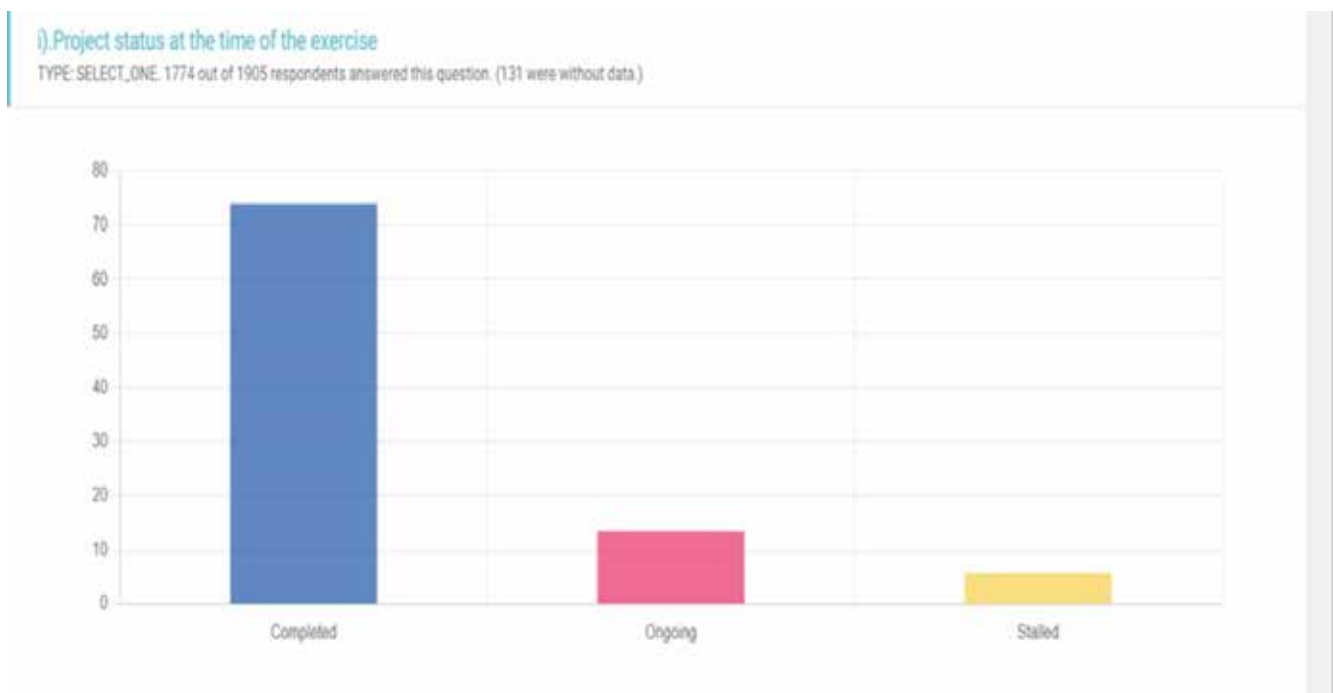
The status distribution reflects that Homa Bay County is:

- a) Operationally stable in project execution
- b) Strong in delivery of completed infrastructure and services
- c) Actively managing a large pipeline of ongoing investments
- d) Maintaining relatively low but important implementation risks.

## 4. PROJECT IMPLEMENTATION STATUS

### 4.0 Overall Status Summary

Based on the County Master Project System, Homa Bay County is managing a total of **2,791 development projects** across sectors and regions. The field-validated analysis indicates a strong implementation performance, with a high proportion of projects completed, a moderate pipeline of ongoing projects, and a relatively low proportion of stalled projects.



**Figure 2: Project status distribution**

## 4.1 Interpretation and Analysis

The County demonstrates high implementation efficiency, reflected in a strong completion rate approaching 80%. This indicates:

- Effective planning and execution systems
- Strong institutional capacity
- Commitment to delivering tangible development outcomes

Ongoing projects represent an active development pipeline, while stalled projects remain within a manageable threshold, indicating localized rather than systemic challenges.

## 4.2 M&E Performance Assessment

From a results-based management perspective, the County demonstrates:

- **Effectiveness:** High delivery of completed outputs
- **Efficiency:** Strong conversion of resources into results
- **Risk Management:** Controlled levels of stalled projects
- **Sustainability Potential:** Broad geographic coverage of completed projects

## 5. Project Status per Sub-County

The data shows a moderately concentrated distribution, where a few sub-counties account for a higher share of projects while others receive comparatively lower allocations. The top two sub-counties alone Rachuonyo North (17.22%) and Ndhiwa (16.17%) account for over 33% of all projects, indicating a clear concentration of development activity in these regions. This suggests a targeted investment approach, likely influenced by population density, infrastructure needs, or historical development gaps. While this reflects targeted development prioritization, it also highlights the need for stronger spatial equity correction mechanisms to ensure balanced county-wide development outcomes and inclusive service delivery.

Class	Sub-County	Number of Projects	Percentage	Color Intensity
Very High	Rachuonyo North	328	17.22%	Dark Red
Very High	Ndhiwa	308	16.17%	Dark Red
High	Rangwe	228	11.97%	Orange
High	Homa Bay Town	226	11.86%	Orange
Medium	Suba North	209	10.97%	Yellow-Orange
Medium	Rachuonyo South	199	10.45%	Yellow-Orange
Medium	Rachuonyo East	195	10.24%	Yellow-Orange
Low	Suba South	148	7.77%	Light Green

### Legend Interpretation Key

- ● Very High Concentration (16% and above) – Major development hubs
- ● High Concentration (11–15%) – Strong investment zones
- ● Medium Concentration (10–11%) – Balanced development areas
- ● Low Concentration (below 10%) – Underserved or emerging zones

## 5.0 M&E Insight

- High project volumes may strain local implementation capacity
- Lower-density areas may require targeted investment strategies

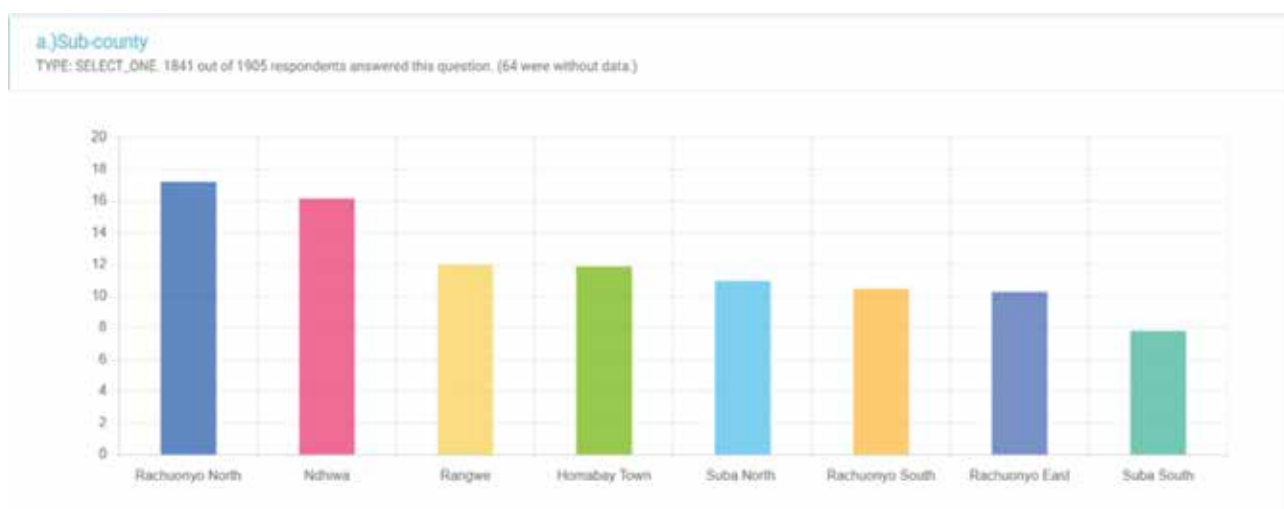


Figure 3: Project Status per Sub-County

## 6. Project Status per Department

The departmental distribution of the 2,791 projects in Homa Bay County reveals a strongly infrastructure-led development approach, with Roads, Public Works, Transport and Infrastructure accounting for 26.25% (500 projects), followed by Trade, Investments, Industrialization, Tourism, Youths and Cooperatives at 20.42% (389 projects), and Education, Human Capital Development and Vocational Training at 18.48% (352 projects). Collectively, these three departments absorb more than 65% of all county projects, indicating a deliberate strategic emphasis on physical infrastructure expansion, economic stimulation, and human capital development. This pattern reflects a development model focused on enhancing connectivity, unlocking economic opportunities, and strengthening skills and service delivery foundations, which are typically high-impact and highly visible investments in a devolved governance context.

In contrast, social protection, productive sectors, and governance-related departments receive comparatively minimal investment. Water, sanitation, environment, energy, forestry and climate change account for 11.23% (214 projects), while Public Health and Medical Services stand at 10.03% (191 projects), indicating moderate prioritization of essential services. However, key sectors such as Agriculture and Livestock (1.05%), Blue Economy, Fisheries and Mining (1.94%), Sports and Social Services (0.94%), and governance and land administration functions each remain below 2% of total projects.

This imbalance suggests a potential structural skew toward infrastructure-heavy investments at the expense of primary production systems, environmental sustainability, and institutional governance strengthening. From an M&E perspective, while the current allocation supports short- to medium-term economic visibility, it raises important considerations around long-term resilience, sectoral equity, and sustainability of development outcomes.

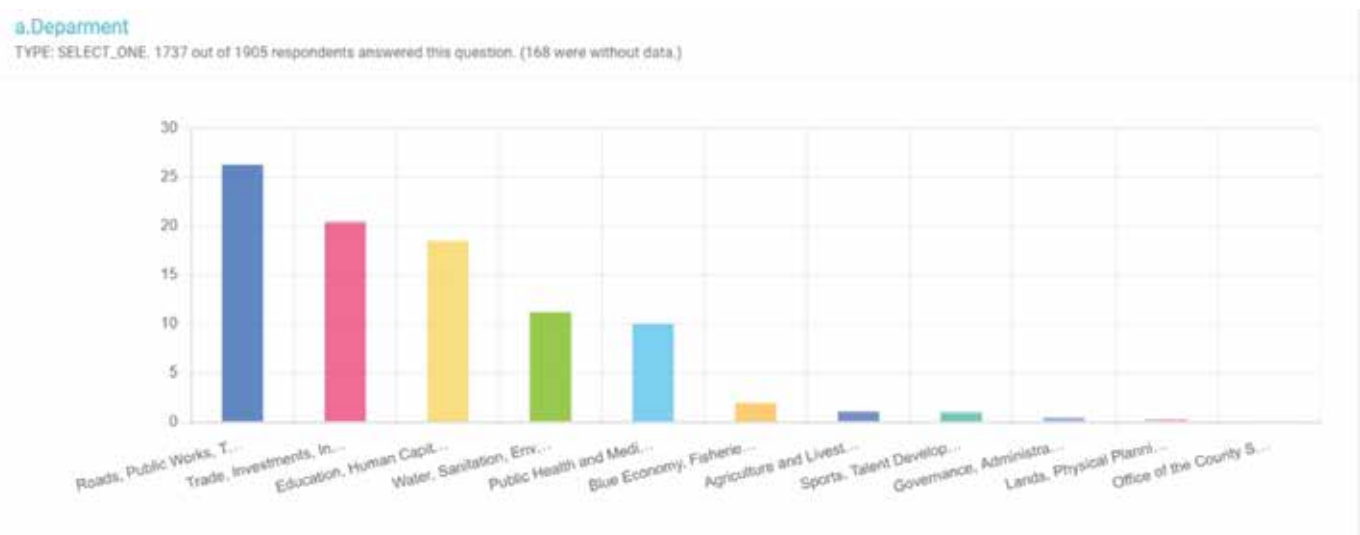


Figure 4: Project status per department

## 6.0 M&E Insight

- High concentration sectors carry higher implementation risk
- Low representation sectors present opportunities for strategic rebalancing

## 7. Project Status per Financial Year

The financial year distribution of the 2,791 projects shows a clear concentration of development activity in the most recent fiscal periods, particularly between FY2022/2023 and FY2023/2024, which together account for **52.75% of all projects**. FY2023/2024 alone contributes the highest share at **28.66% (546 projects)**, followed by FY2022/2023 at **24.09% (459 projects)**. This pattern indicates a significant acceleration in project initiation and reporting in the recent implementation cycles, reflecting intensified development programming, improved project capture systems, and possibly increased fiscal allocations and execution momentum in the post-recovery planning period.

In contrast, earlier financial years collectively account for a much smaller proportion of the portfolio, with most years prior to FY2020/2021 contributing less than 5% each. Notably, FY2012/2013 to FY2017/2018 together represent a very small baseline of historical projects, indicating either lower historical investment levels, incomplete legacy data capture, or weaker system digitization in earlier periods. The relatively modest share of FY2024/2025 (18.53%) and FY2025/2026 (5.88%) suggests that these cohorts are still in active implementation or early-stage entry into the system. From an M&E perspective, this distribution reflects a **strong recency bias in project implementation and recording**, with current systems capturing and driving significantly more development activity than earlier periods, while also highlighting the need for continued strengthening of historical data integration for full lifecycle performance analysis.

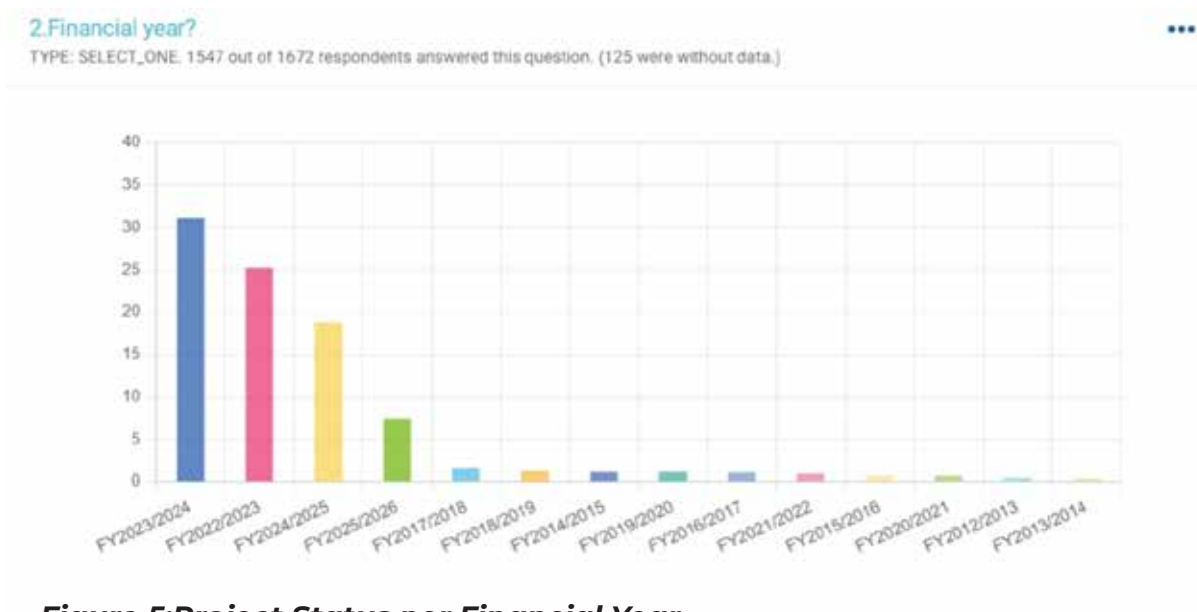


Figure 5: Project Status per Financial Year

## 7.0 M&E Insight

- Need for early warning systems
- Importance of strong project preparation and feasibility assessment
- Continuous monitoring to prevent transition from ongoing to stalled

## 8. Project Status per Ward

The ward-level distribution of projects across Homa Bay County shows a broadly dispersed but unevenly concentrated development pattern across the 40 wards, reflecting both spatial equity efforts and localized intensity of implementation. At the upper end, Homabay Central (5.08%) with 97 projects stands out as the highest concentration ward, followed by Kochia (4.19%, 80 projects) and Kabuoch North (3.82%, 73 projects). Other relatively high-performing wards include Kakelo Kokwanyo (3.56%), Homabay Arujo (3.14%), and Kanyamwa Kosewe (2.93%). These wards collectively represent key development clusters, likely influenced by higher population densities, urban influence (particularly around Homabay Town), administrative accessibility, and stronger absorption capacity for county investments.

In the mid- and lower-tier distribution, most wards fall within the **1%–3% range**, indicating a generally balanced spread of projects across the county, though with clear variation in intensity. Wards such as West Kasipul, East Kamagak, Wangchieng', Central Karachuonyo, and West Karachuonyo demonstrate moderate investment levels, reflecting steady but not dominant allocation patterns. At the lower end, wards such as **Gwassi North (0.89%), Kabuoch South (0.99%), Homabay East (1.47%), Kabondo East (1.73%), and several others below 2%** indicate relatively lower project concentrations, often associated with peripheral geography, accessibility constraints, or lower project clustering intensity. From an M&E perspective, this distribution highlights a semi-equitable but spatially uneven development footprint, where core administrative and high-demand wards receive higher investment while remote or less accessible wards remain comparatively under-served. This pattern underscores the need for continued equity-based allocation mechanisms and GIS-informed targeting to ensure balanced development across all wards.

## 9. GIS-BASED SPATIAL ANALYSIS

To enhance Monitoring and Evaluation, Homa Bay County integrated GIS into its project tracking framework, enabling spatial analysis of project distribution, performance, and equity.

### 9.1 Spatial Distribution

GIS mapping shows clustered project distribution in high-demand areas, with lower density in some regions.

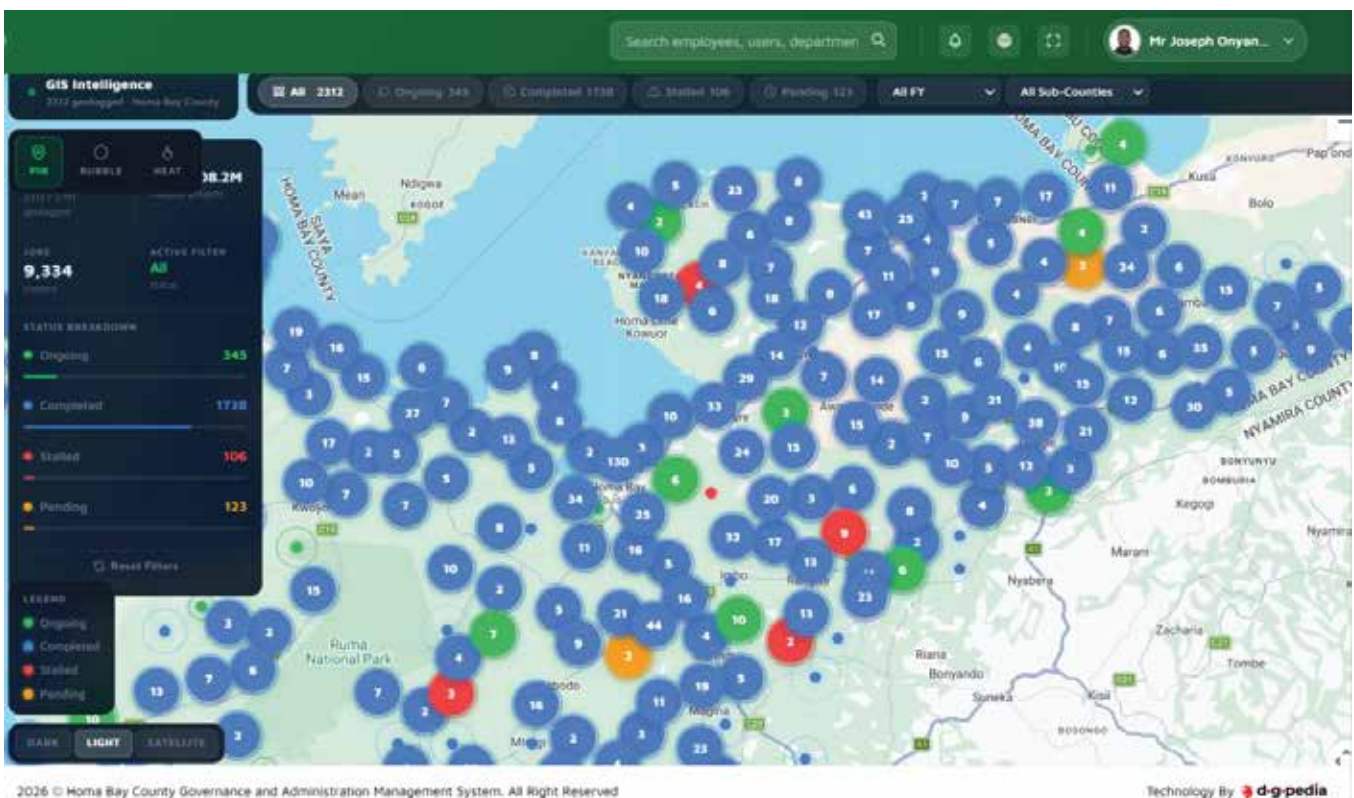


Figure 6: Project Status Mapping

Spatial visualization of project status reveals:

- Wide distribution of completed projects
- Concentration of ongoing projects in development zones
- Localized clusters of stalled projects

## 9.2 Strategic Value

GIS integration enhances:

- Real-time monitoring
- Evidence-based planning
- Transparency and accountability

## 10. CITIZEN FEEDBACK

Citizen engagement is a cornerstone of accountable, people-centered development. In Homa Bay County, the assessment of citizen feedback mechanisms highlights significant gaps that require strategic attention. The project tracking exercise recorded only eight instances of citizen feedback, indicating extremely low uptake of available reporting channels. Of these cases, only 33% were resolved, reflecting both challenges in response capacity and limited follow-through.

Additionally, awareness and accessibility of reporting mechanisms remain very low, restricting community participation in monitoring project performance and voicing concerns.

Implications:

The limited engagement of citizens in project oversight has several consequences:

- **Reduced real-time identification of project challenges:** Without timely feedback from beneficiaries, emerging issues such as delays, substandard work, or misaligned project outcomes may go unaddressed.
- **Lower accountability:** The absence of robust feedback loops diminishes transparency and weakens mechanisms for holding implementers and contractors responsible for performance.
- **Equity risks:** Vulnerable and marginalized populations may be underrepresented in project oversight, reducing the inclusivity of development interventions.

### 10.1 Development Impact of Effective Feedback Systems:

Well-designed and fully operational citizen feedback systems are **transformational for project outcomes**. They:

- **Improve project quality and sustainability:** Feedback allows implementers to adjust designs and methods to better meet community needs.
- **Promote transparency and trust:** Active engagement signals a commitment to accountability, strengthening community confidence in County governance.

- Enable early detection of implementation issues: Problems can be identified and addressed before they escalate, minimizing delays and cost overruns.
- Enhance inclusivity and equity in service delivery: Broader participation ensures that projects reflect diverse community priorities, particularly for marginalized groups.



**Figure 7: Citizen Engagement Feedback**

## 11. Recommendation

Homa Bay County should prioritize the establishment and strengthening of robust citizen engagement frameworks as a core pillar of its governance and Monitoring & Evaluation system. This should include not only the enhancement of accessibility, awareness, and responsiveness of existing public reporting channels, but also the deliberate rollout of structured **public awareness and sensitization programmes** to ensure citizens are fully informed on how, when, and where to provide feedback on county projects and services. Strengthening these systems will enable the County to systematically capture citizen insights and integrate them into planning, implementation, and oversight processes

In addition, embedding citizen feedback into routine monitoring and decision-making will enhance alignment between development interventions and real community needs, thereby reducing implementation inefficiencies, minimizing project risks, and improving overall service delivery outcomes. Continuous public sensitization, combined with functional and responsive feedback mechanisms, will further strengthen accountability, improve community ownership of projects, and reinforce the County's credibility as a transparent and results-driven institution.

## 12. Implementation Plan for Stalled Projects

Homa Bay County has identified 110 stalled projects, representing critical cases where implementation has been delayed or halted due to financial, technical, contractual, or operational constraints. Addressing these projects is essential to safeguard prior investments, ensure value for money, and strengthen public and development partner confidence in the County's delivery systems. The County therefore proposes a structured and multi-pronged recovery strategy to reactivate stalled projects and ensure their timely completion and functionality.

## 12.1 Project Prioritization

All stalled projects will be systematically categorized based on level of completion, strategic importance, and socio-economic impact. This prioritization will ensure that available resources are directed toward projects with the highest development returns and immediate community benefit, particularly those aligned to essential services and high-impact infrastructure.

## 12.2 Financial Interventions

The County will implement targeted financial recovery measures, including phased budget allocations to progressively clear outstanding obligations. In addition, prompt settlement of pending bills and arrears will be prioritized to address contractor liquidity constraints and restore implementation momentum.

## 12.3 Technical Review and Revalidation

Each stalled project will undergo comprehensive technical reassessment, including feasibility validation, design review, and risk analysis. This process will ensure that all projects are technically sound, cost-effective, and aligned with current standards, sector priorities, and community needs before reactivation.

## 12.4 Contractor Performance Management

A structured contractor evaluation framework will be enforced to assess performance, compliance, and delivery timelines. Underperforming contracts will be subject to corrective action, including restructuring, termination, or re-tendering where necessary, to accelerate project completion and improve accountability.

## 12.5 Strengthening Monitoring and Evaluation Systems

The County will enhance real-time oversight of stalled and reactivated projects through integrated digital systems, including GIS-based tracking and KoBoToolbox dashboards. Routine progress reporting, site verification, and performance audits will be institutionalized to enable early detection of delays and support timely corrective action.

## 12.6 Risk Mitigation and Sustainability Safeguards

Climate, environmental, and disaster risk assessments will be integrated into all stalled project recovery plans. Environmental and social safeguards will also be strengthened to ensure compliance, sustainability, and resilience of reactivated projects.

## 12.7 Strategic Insight

This implementation framework demonstrates Homa Bay County's commitment to adaptive project management, results-based governance, and efficient public resource utilization.

By systematically addressing stalled projects, the County will not only recover lost implementation time but also strengthen service delivery outcomes, rebuild community confidence, and enhance its credibility with development partners under performance-based financing frameworks.

## 13. CONCLUSION

Homa Bay County demonstrates strong implementation performance across its portfolio of 2,791 projects, supported by high completion rates and effective monitoring systems. The integration of digital tools such as KoBoToolbox and GIS has significantly enhanced data quality, transparency, and decision-making capacity. While challenges remain in citizen engagement, data harmonization, and isolated implementation delays, the County has established robust systems to address these gaps.

### 13.1 Key Takeaways

- a) Strong completion rates reflect effective implementation
- b) Manageable stalled projects indicate controlled risk
- c) Spatial and sectoral disparities require targeted intervention
- d) Strengthening citizen engagement is critical for accountability

### 13.2 Strategic Implication

With continued investment in monitoring systems, GIS integration, and governance strengthening, Homa Bay County is well-positioned to maximize development impact and effectively utilize grant financing.

