

REVENUE MOBILIZATION STRATEGY

Executive Summary

The Nyamira County Government Revenue Mobilization Strategy (RMS) 2025–2030 provides a comprehensive roadmap for enhancing the county’s capacity to raise, manage, and sustain its own-source revenue (OSR). The County currently relies heavily on transfers from the National Government, which limits its fiscal autonomy and ability to implement strategic development priorities under the County Integrated Development Plan (CIDP) 2023–2027.

This strategy aims to broaden the revenue base, strengthen collection efficiency, enhance compliance, and leverage digital technology to achieve sustainable revenue growth. The RMS also aligns with the Public Finance Management (PFM) Act (2012), the County Governments Act (2012), and the Constitution of Kenya (2010), which empower counties to raise revenues through property rates, entertainment taxes, and service charges.

The RMS emphasizes the principles of transparency, accountability, efficiency, and equity in revenue administration. Through structured reforms and strategic interventions, Nyamira County seeks to increase its annual OSR by at least 70% by 2030, improve service delivery, and strengthen fiscal independence.

Vision

A fiscally self-sustaining Nyamira County with efficient, transparent and equitable revenue systems supporting inclusive development.

Mission

To mobilize and manage county revenues effectively through innovative, transparent, and technology-driven approaches that promote compliance and improve service delivery.

Background and Rationale

Revenue mobilization is the foundation of fiscal sustainability and local governance. Since the advent of devolution, Nyamira County has made progress in collecting own-source revenue from markets, parking, property rates, and health services. However, collections remain below potential. The low collection is attributed to a narrow revenue base, manual systems, weak enforcement, and outdated valuation rolls. This strategy, therefore, provides a framework to address revenue gaps, modernize systems, and enhance compliance to enable the county to finance its priorities sustainably.

Legal and Policy Framework

The RMS is anchored on:

- I. Constitution of Kenya (2010) – Articles 209 and 210 provide county revenue-raising powers.
- II. Public Finance Management Act (2012) – Sections 104–161 provide guidelines on public finance and revenue management.
- III. County Governments Act (2012) – Promotes accountable and participatory governance.
- IV. Urban Areas and Cities Act (2011) – Guides revenue collection in urban areas.
- V. County Finance Acts (Annual) – Define rates and fees applicable within the county.
- VI. Nyamira County CIDP (2023–2027) – Identifies revenue growth as a key enabler for development.

Key Challenges

Outdated valuation rolls and rate structures.

Weak enforcement and compliance mechanisms.

Low public awareness on tax obligations.

Poor coordination among departments involved in revenue collection.

Inadequate staff capacity and motivation.

Political interference in enforcement activities.

Limited use of data and analytics in planning and forecasting.

SWOT Analysis

Strengths Weaknesses

Legal framework for revenue collection Manual and fragmented systems

Growing urban centers Weak enforcement mechanisms

Increasing use of ICT in government Limited trained staff

Political goodwill for reform Low taxpayer compliance

Opportunities Threats

Expanding business activities Economic downturns
New technologies (mobile payments, GIS) Political interference
Public-private partnerships Corruption and revenue leakages
Tourism and natural resources Climate and agricultural shocks

Strategic Objectives

1. Enhance revenue collection efficiency through automation and digital transformation.
2. Broaden the revenue base by diversifying and optimizing existing sources.
3. Improve compliance and enforcement through stronger legal and operational mechanisms.
4. Enhance staff capacity through training, incentives, and accountability frameworks.
5. Promote public awareness and participation in revenue generation.
6. Ensure transparency, integrity, and accountability in revenue administration.

Strategic Pillars and Key Interventions

Pillar 1: Broadening the Revenue Base

Key Strategies:

1. Conduct comprehensive mapping of all potential revenue sources using GIS technology.
2. Update and digitize the valuation roll every 5 years.
3. Review and harmonize fees and charges across all sub-counties.
4. Introduce new revenue streams:

Environmental levies (waste collection, tree felling)

Tourism and cultural site fees

Digital business licenses (e-commerce permits)

Mining and quarry royalties

Billboard and outdoor advertising fees

5. Strengthen collaboration with SACCOS, markets, and cooperatives to collect remittances efficiently.

6. Develop Public-Private Partnerships (PPPs) for parking management, market stalls, and urban waste management.

Expected Results:

Expanded and diversified revenue portfolio.

Increased annual OSR by 15–20% annually.

Pillar 2: Automation and Technology Adoption

Key Strategies:

1. Implement an Integrated County Revenue Management System (ICRMS).
2. Introduce cashless payment systems (mobile money, bank transfers, cards).
3. Integrate revenue systems with IFMIS and the County Treasury system.
4. Establish a Revenue Data Centre for analytics and forecasting.
5. Develop automated permit, license, and receipting modules.
6. Deploy revenue dashboards for real-time monitoring by sub-county offices.

Expected Results:

Reduced revenue leakages.

Improved accountability and transparency.

Real-time access to data for planning.

Pillar 3: Enforcement, Compliance, and Governance

Key Strategies:

1. Establish a Revenue Enforcement and Compliance Unit under the Directorate of Revenue.
2. Develop a Revenue Compliance and Enforcement Policy outlining penalties for non-compliance.
3. Regularly reconcile receipts and collections across departments.
4. Introduce audits and spot checks to deter corruption.
5. Strengthen collaboration with judiciary and police in enforcing penalties.
6. Introduce whistleblower mechanisms and hotlines for corruption reporting.

Expected Results:

Increased compliance rate to above 90%.

Reduction in revenue leakages and corruption.

Pillar 4: Capacity Building and Institutional Strengthening

Key Strategies:

1. Recruit and train revenue officers on ICT, financial ethics, and customer service.
2. Establish a Performance Management Framework (PMF) with measurable KPIs.
3. Introduce incentive schemes for high-performing officers.
4. Strengthen inter-departmental coordination between Finance, Lands, Health, and Trade.
5. Develop and implement a Revenue Training and Certification Program in partnership with KRA or KIPPRA.

Expected Results:

Competent, ethical, and motivated workforce.

Improved collection efficiency and professionalism.

Pillar 5: Public Engagement and Taxpayer Education

Key Strategies:

1. Establish a County Taxpayer Education and Sensitization Program (CTESP).
2. Use radio, social media, and barazas to communicate tax information.
3. Develop a Revenue Helpdesk and Web Portal for queries and feedback.
4. Recognize top taxpayers annually through a Revenue Awards Program.
5. Work with local leaders and business groups to promote voluntary compliance.

Expected Results:

Increased public trust and voluntary compliance.

Enhanced revenue culture among citizens.

7. Implementation Framework

| Activity | Responsible Office | Timeline | Output/Indicator |
|--|------------------------------|------------|----------------------|
| Automation of revenue collection Functional ICRMS system | Directorate of Revenue & ICT | 2025–2026 | |
| Valuation roll update | Lands & Finance | 2025–2027 | New roll approved |
| Establishment of enforcement unit | Finance & Legal | 2025 | Unit operational |
| Training of officers | HR & Revenue Directorate | Annual | No. of staff trained |
| Taxpayer education program outreach programs | Communication & Revenue | Continuous | No. of |
| Development of new revenue streams At least 5 new sources implemented | Trade, Environment, Tourism | 2025–2028 | |

Monitoring, Evaluation, and Reporting Framework

Quarterly revenue performance reviews by the Finance Department.

Annual revenue audit reports submitted to the County Assembly.

Mid-term evaluation (2027) and final evaluation (2030).

Use of performance dashboards to track progress.

Citizen feedback mechanisms integrated into the process.

Risk Management

Risk Mitigation Measure

Resistance to digital reforms Stakeholder engagement and phased rollout

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|------------------------|---|
| Political interference | Strong legal framework and transparency |
| Data insecurity | Secure ICT infrastructure and backups |
| Staff turnover | Regular training and motivation |
| Revenue leakage | Automated systems and internal audits |

Expected Outcomes

1. Annual OSR growth of 70% by 2030.
2. Efficient, transparent, and fully automated revenue collection system.
3. Strengthened fiscal autonomy and improved service delivery.
4. Enhanced citizen trust and participation in revenue affairs.
5. Professional, motivated, and accountable revenue workforce.

Conclusion

This Revenue Mobilization Strategy provides a structured roadmap for Nyamira County to strengthen fiscal sustainability and self-reliance. By adopting automation, expanding its revenue base, and improving governance, the County will be able to finance its development agenda effectively while enhancing service delivery and public confidence.