



# MURANG'A COUNTY GOVERNMENT

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## MURANG'A MUNICIPALITY

### INTEGRATED DEVELOPMENT PLAN (2023-2027)

©FEBRUARY 2023

**MURANG'A MUNICIPALITY INTEGRATED  
DEVELOPMENT PLAN 2023/2027**

# **MUNICIPALITY VISION AND MISSION**

## **Vision**

A model, vibrant municipality

## **Mission**

To provide a sustainable and efficient Municipal service for  
holistic social and economic growth

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## Abbreviations and Acronyms

AP	Administration Police
ASAL	Arid & Semi- Arid Lands
ASL	Above Sea Level
BPO	Business Processes Outsourcing/ Off- showing
CACC	Constituency Aids Control Committee
CBO	Community Based Organization
CPCT	County Project Coordinating Team
CECM	County Executive Committee Member
CFAs	Community Forest Associations
CHMT	County Health Management Team
CHW	Community Health Worker
CBEF	County Budget and Economic Forum
CIDP	County Integrated Development Plan
CIGs	Common Interest Groups
CIP	Community Implementation Plan
CoMEC	County Monitoring and Evaluation Committee
CMT	County Management Team
CTC	County Technical Committee
DRR	Disaster Risk Reduction
ECDE	Early Child Development Education
EIA	Environmental Impact Assessment
EMCA	Environmental Management & Coordination Act
FBO	Faith-Based Organization
GHGs	Green House Gases
GOK	Government of Kenya
HDI	Human Development Index
HH	Household
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information Systems

KeRRA	Kenya Rural Roads Authorities
KNBS	Kenya National Bureau of Statistics
KURA	Kenya Urban Roads Authority
MOU	Memorandum Of Understanding
MSMEs	Micro- Small & Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MTP IV	Medium Term Plan IV
NaMATA	Nairobi Metropolitan Area Transport Authority
NEMA	National Environment Management Authority
NGOs	Non-Governmental Organizations
NIMES	National Integrated Monitoring & Evaluation System
OVCs	Orphans & vulnerable Children
PLWHAs	People Living With HIV/AIDS
PM&E	Participatory Monitoring and Evaluation
PPPs	Public Private Partnerships
SMEs	Small & Medium Enterprise
YDI	Youth Development Index
YEDF	Youth Enterprise Development Fund
YP	Youth Polytechnics

## Foreword

The finalization of this 2<sup>nd</sup> Generation Murang'a Municipality Integrated Development Plan (IDeP) 2023-2027 marks a milestone in the process of improving urban infrastructure service for the residents of Murang'a Municipality. It reviews the performance of IDeP (2018-2022) and provided the platform for the stakeholders to share on the priority development areas for the medium-term 2023-2027.

From the performance review of the previous IDeP (2018-2022), Significant progress has been made in ensuring requisite institutional and performance frameworks are in place to accelerate economic growth and development. The completion of this 2<sup>nd</sup> generation IDeP is envisaged to ensure sustenance in provision of efficient and effective service infrastructure within the Municipality. Together with partners at the international, national and county level, we endeavor to deliver the mandate bestowed on us and invite each and every one to walk with us during the journey.

We are alive to our vision of 'being a model, economically vibrant municipality where citizens live in a safe, food-secure, healthy and comfortable environment'. As such, will continue to relentlessly prioritize investments in the sectors that will impact the most on the economy of the Municipality. Through the various priorities and strategies, we will ensure that our infrastructure service is responsive to the changing needs of Municipal Stakeholders and at the same time, catalytic to the enterprises and initiatives owned by the youth, women and persons with disabilities.

Let me proudly reiterate the acclamation that Murang'a Municipality will lead in position foundation for creation and institutionalization of other urban jurisdictions within the County. I also take cognizance of the enormous work ahead but optimistic that with concerted efforts and synergy from all stakeholders, we will positively, in a big way, impact the lives of all residents of the Municipality.

James Gatuna

CECM - Lands, Physical Planning and Urban Development,

**MURANG'A COUNTY GOVERNMENT**

## Introductory Remarks

Urban areas are broadly projected to grow rapidly with about 68% of citizens on average expected to live in urban areas by the year 2050. To meet the resource requirements for this future, smart investments need to be instituted in urban areas through targeted service infrastructure provision and proper planning. Integrated Development Planning provides the necessary strategic tool that guides priority setting through active collaboration between Urban management, development partners and the residents. It provides a robust framework that facilitates and controls development within the Municipality.

The plan proactively control development through land use and zoning, construction of sound buildings and other structures, development of sustainable urban service infrastructure, as well as provision of recreational and general public facilities. Progress on key performance indicators is tracked regularly, and the plan reviewed and updated annually in order to inform decision making.

Development of the plan consisted of a three-phase process undertaken through a Technical Working Group (Secretariat), in consultation with the County Sector Working Groups and the County Budget Economic Forum (CBEF). Preliminary phases entailed examination of the Urban area Integrated Strategic Urban Development plan, physical planning and land use context and concluded with a situation analysis and baseline assessments.

The second phase involved envisioning phase around strategic proposals for development facilitation and control, land use, physical planning and zoning. This phase also involved a deliberate extensive involvement of the Municipal residents through various fora. Stakeholder consultations were conducted through town hall meetings and community project appraisal sessions. The final phase involved setting out implementation framework for capital investments with set targets and milestones to produce draft integrated development plan. The draft plan was then submitted to

the County Executive for validation and for onward submission to the County Assembly for approval.

Our development road map for the medium term (2023-2027) is now complete and the resultant interventions described therein. The prioritization of the development initiatives took cognizance of the available financial resources and was also based on both immediate stakeholder needs and envisaged development results. The central theme of the plan is to deliver and create an accelerated, all-inclusive economic growth, higher living standards, improved governance, efficient public service delivery and an enabling environment for the private sector to do business.

Having concluded the formulation, the focus now turns to implementation which requires resolute commitment from all stakeholders. It's upon the implementers to translate and apply the strategic intent of the IDeP in all Municipal programming to achieve greater prosperity. An epic future lies ahead if we all strive to make this Municipality a model that we all aspire.

Arch. Benson Githinji,  
Municipal Board Chair,

**MURANG'A MUNICIPALITY**

## Acknowledgement

I take this opportunity to recognize the effort and sacrifice of all stakeholders who took part in the compilation of this Municipal IDeP (2023-2027). I particularly acknowledge the unrelenting efforts put forth by the Technical Officers and residents during the process of identifying, prioritizing and documenting strategic priority development interventions for the medium term 2023/2027

First and far most, the Municipality recognizes the very important facilitative role of H.E. the Governor, Murang'a County, Hon. Irungu Kanga'ta and the Deputy Governor, H.E. Stephen Munania. Further, the Municipality appreciates the oversight role of the members of the County Assembly of Murang'a as well as the invaluable insights provided by the CECM – Lands, Physical Planning and Urban Development, James Gatuna, Chief Officer, Ms. Josephine Wanjiru Wanjiku, and officers from other County departments

Special mention goes to the Technical Working Group under stewardship of Senior Economist Walter Odhiambo Ojwang; Makara Ngure (Administrator), Sebastian Bubisu (Engineer), Stephen Maina Kamiri (Finance Officer), Samuel Karuru (Urban Planner), Richard Ndegwa (Development Control), Kenneth Wahome (Procurement), Edith Kingori (Social Development) and Catherine Mwangi (Public Health). Also appreciated are Economists/Statisticians from the department of Economic Planning and other staff working to ensure the Municipality meets its objectives: the revenue department, enforcement department, and cleansing department.

Finally, let me take the opportunity to acknowledge each and every person who contributed in one way or the other towards the successful completion of this plan. All your efforts will no doubt leave a mark in the development of Murang'a Municipality.

Ms. Beatrice Gicheha,  
Municipal Manager,

**MURANG'A MUNICIPALITY**



## Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ART	Anti- Retroviral Treatment
ASAL	Arid & Semi- Arid Lands
ASL	Above Sea Level
CECM	County Executive Committee Member
CHW	Community Health Worker
CIDP	County Integrated Development Plan
CMEC	County monitoring and evaluation committee
DRR	Disaster Risk Reduction
ECD	Early Child Development
EIA	Environmental Impact Assessment
GoK	Government of Kenya
HDI	Human Development Index
HH	Household
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IDeP	Integrated Development Plan
KNBS	Kenya National Bureau of Statistics
Ksh.	Kenya Shillings
KURA	Kenya Urban Roads Authority
KUSP	Kenya Urban Support Programme
KWFT	Kenya Women Trust Fund
MCG	Murang'a County Government
MSMEs	Micro- Small & Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NEMA	National Environment Management Authority
NHIF	National Health Information Fund
NIMES	National Integrated Monitoring & Evaluation System
OVCs	Orphans & vulnerable Children
PWDs	Persons with Disabilities
PM&E	Participatory Monitoring and Evaluation
PMC	Project Management Committee
PWDs	Persons with Disabilities
SMEs	Small & Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
WRUA	Water Resource Users Association
YP	Youth Polytechnics

## Definition of Terms

<b>Baseline</b>	An analysis describing the initial state of an indicator before the start of a project or programme, against which progress can be assessed or comparisons made
<b>Demographic Dividend</b>	Demographic dividend is the accelerated economic growth that may result from a decline in a country's mortality and fertility and the subsequent change in the age structure of the population.
<b>Green Economy</b>	Economy that aims at reducing environmental risks and ecological scarcities, and whose objective is to ensure sustainable development without environment degradation
<b>Indicator</b>	A sign of progress /change that result from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress
<b>Outcome</b>	Results generated relative to the objective of an intervention. It describes the actual change in conditions/situation as a result of an intervention output(s)
<b>Output</b>	Immediate result from conducting an activity i.e., goods and services produced
<b>Programme</b>	A grouping of similar projects and/or services performed by a department or agency to achieve a specific objective
<b>Project</b>	A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.
<b>Target</b>	A target refers to planned level of an indicator achievement

## Executive Summary

Integrated development planning framework in the County takes two perspectives; first, county-wide 5-year integrated development planning (CIDP) which integrates urban IDePs, 10-year Sectoral Plans and Spatial Plans as core inputs. The County Governments Act 2012, Section 108 (1) provides for integrated development planning for each county with clear goals and objectives; an implementation plan with clear outcomes; provisions for M&E; and clear reporting mechanisms. Urban legislation framework provides legal and operational support for governments and urban settings to effectively regulate urbanization issues. It helps promote and develop governance models that are equitable, gender responsive and socially inclusive, advocating fair land use and access to basic services and infrastructure for all.

Murang'a Municipality is one of the 59 pioneer Municipalities in Kenya and is located within Murang'a County. The Municipality, which is the administrative capital of Murang'a County borders Embu, Kirinyaga and Nyeri Counties and covers an area of 300.7 Sq. Km. It is a high growth population area with high densities and growth prospects. Most of the population increase has taken place along the C71 and C72 roads. The high populations are associated with intersections of major regional roads and areas of good accessibility, fertile soils and water availability. The leading sectors in terms of GDP contribution within the Municipality are agriculture, commerce, tourism, and quarrying.

The review of the implementation of previous projects reveals substantial strides in infrastructure development and enhancing business operating environment within the municipality. However, some of the planned projects/programmes were not implemented as per the plan due to resource constraints. In order to chart an all-shared common path for equitable and sustainable development, the process of identifying projects and programmes to be undertaken over the medium term 2023/2027 took a participatory approach that brought on board all major stakeholders in the municipality. Through the process, multi-sectoral efforts were coordinated at local level with due consideration to the economic, social, environmental, legal and

spatial aspects of development for the benefit of municipal inhabitants. The process was also guided by the provisions of various legislations which include the Constitution of Kenya 2010, County Government Act, 2012; Urban Areas and Cities Act, 2011 and the Public Finance Management Act, 2012.

Content-wise, chapter one of the plan provides an overview of the Municipality and highlights socio-economic and infrastructural service status. Chapter two provides a situational analysis of the various sectors and highlights the status of service delivery. The Chapter also integrates the various cross cutting issues and provides a review of previous/ongoing programmes and projects highlighting achievements, challenges, lessons learnt and recommendations.

Chapter three presents a spatial development framework and specifically identifies growth potential areas of the Municipality, proposed spatial developments, resource endowments and development objective for various thematic areas. The Chapter also highlights spatial development challenges with proposed intervention mechanisms and maps the Municipality infrastructure utilities and service systems. Chapter four presents departmental strategic priorities for the medium term while Chapter five presents institutional framework and Finally, Chapter six lays out framework for tracking, monitoring and evaluating the projects and programmes.

# 1. BACKGROUND OVERVIEW

## 1.1. Introduction

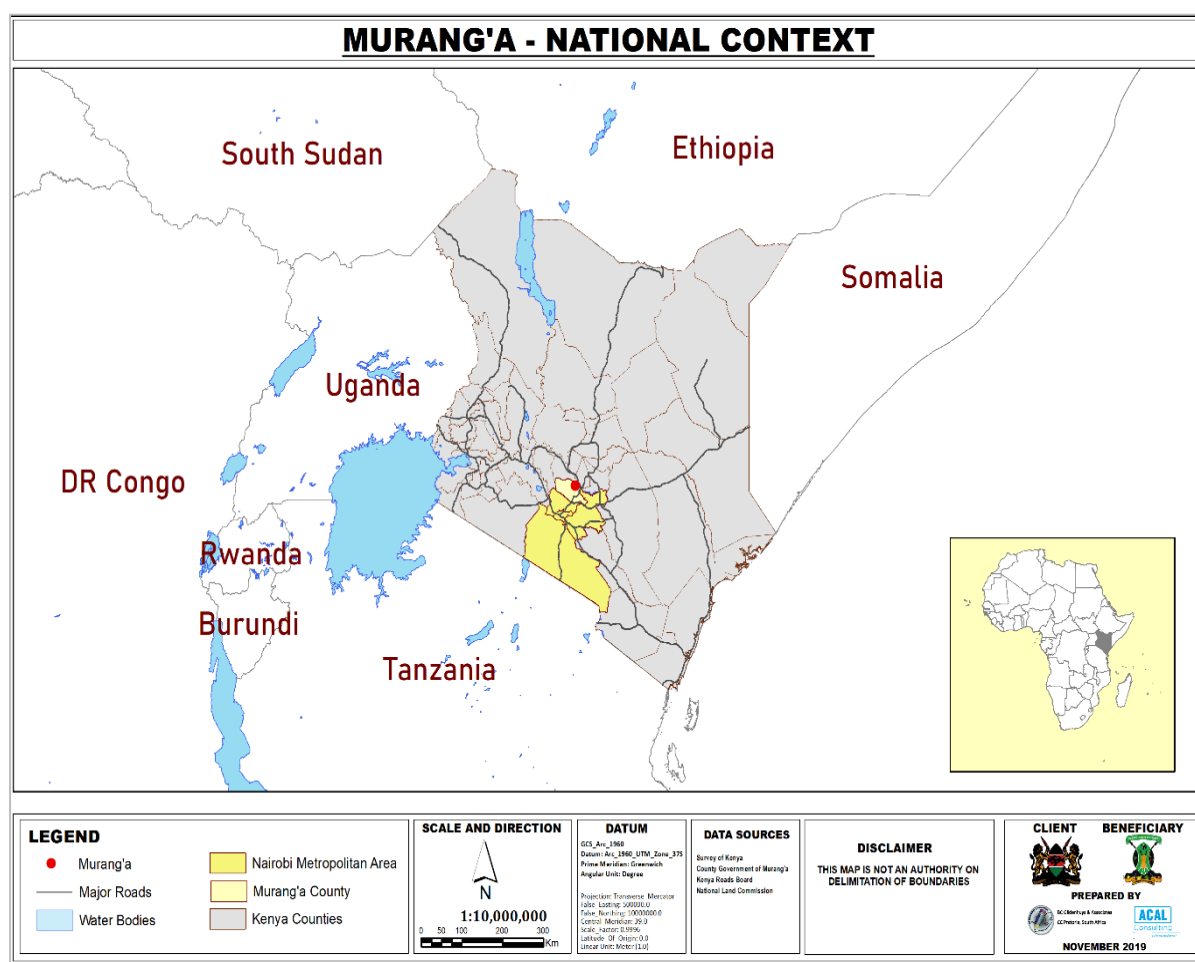
This chapter covers the tenets of integrated development planning and its significance to the socio-economic development of the Municipality. It looks at the background of Murang'a County and the urbanisation process. The Chapter analyses the physical, physiological and demographic characteristics and their impact on the socio-economic characteristics. It also discusses the trends in urbanization and the status of urbanization in the County. Finally, it details the IDeP development process as well as public participation and integration of the public-proposed priorities.

## 1.2. Background of Murang'a County

### 1.2.1. Administrative and Demographic Trends

Murang'a County is one of the 47 Counties created under the Kenya Constitution 2010 and occupies a total area of 2,558.96 Km<sup>2</sup>. It is located in the central region and bordered to the North by Nyeri, to the South by Kiambu, to the West by Nyandarua and to the East by Kirinyaga, Embu and Machakos counties. It lies between latitudes 0° 34' South and 10 7' South and Longitudes 36° East and 37° 27' East. The county lies between 914 M above sea level (ASL) in the East and 3,353 M above sea level (ASL) along the slopes of the Aberdares Mountains in the West as shown in Map 1.1.

**Map 1.1.: Regional and National Context of Murang'a County**



Administratively, the County is divided into Nine (9) Sub-counties; Gatanga, Ithanga, Kahuro, Kandara, Kangema, Kigumo, Mathioya, Murang'a East and Murang'a South. The seven political constituencies include; Gatanga, Kandara, Kangema, Kigumo, Kiharu, Maragua and Mathioya. It is further divided into 35 wards, 118 locations, 294 sub-locations and 2,478 villages.

Based on the 2019 KNBS Census Results, the County population was estimated at 1,056,640 persons consisting of 523,940 males and 532,669 females giving a female-male sex ratio of 98 males against 100 females. With a population growth rate of 1.2 percent per annum, this population is estimated at 1,095,371 in 2022. The projections indicate that the population will rise to 1,135,521 persons in 2025 and 1,163,103 persons in 2027.

### **1.2.2. Urbanization, Urban Management and Development in Murang'a County**

The world bank estimates that 56% of the world's population currently live in urban areas. The trend is expected to continue with the urban population doubling its current size of 4.4 billion inhabitants by the year 2050. At this point, nearly 70% of the world population will be residing in cities [World Bank, 2022].

Though urbanization can contribute to sustainable growth through increased productivity and innovation if managed well, the rapid growth in population presents a major challenge in coping with the ensuing factors such as waste management, housing problems, development planning and other requisite infrastructure for safety and security within the urban area.

The National Urban Development Policy (NUDP), formally endorsed in 2016, envisions secure, well governed, competitive and sustainable urban areas and cities. The policy aims to facilitate sustainable urbanization through good governance and the delivery of accessible quality and efficient infrastructure and services.

Rural-Urban migration is envisaged to increase as people move to urban areas to look for job opportunities and other services. The world is urbanizing at a very rapid rate. A report by the UN Habitat projects that by the middle of the 21<sup>st</sup> Century all regions will be predominantly urban. Therefore, Urbanization is necessary for economic growth and development. This behoves all stakeholders to synergize resources in devising urban management strategies that respond to extant problems and the utilization of the opportunities created.

The challenges of urbanization that require concerted attention include unemployment, inadequate drainage and sanitation, environment degradation, urban poverty, lack of decent housing among other myriad of challenges extensively covered under development issues, causes and challenges.

Murang'a County is predominantly a rural County. However, it is fast urbanizing owing to its accessibility to the capital city of Nairobi. According to the 2019 KNBS Census results, Murang'a core-urban population was 118,309,142 representing 11.2% of the total population. This is in comparison to the National average of 27.51% [KNBS, 2019]. The trends project an increasing urban population as people migrate to look for employment opportunities, established service infrastructure such as piped water and electricity, education and training opportunities as well as moving closer to other services being provided within town jurisdictions. The towns within the County provide diverse service sectors that include transport, industrial, educational and residential functions. The recent development approvals portend a growing urbanized zones with significant development changes from agricultural land to mainly real estates.

According to the County Urban report by Alpex Consulting Africa Limited (ACAL) under Kenya Urban Support Programme (KUSP), The potential urban areas identified in Murang'a County for assessment and classification were sixty and evenly distributed across the County (Map 1.2).



Map 1.2.: Distribution of County Urban Areas

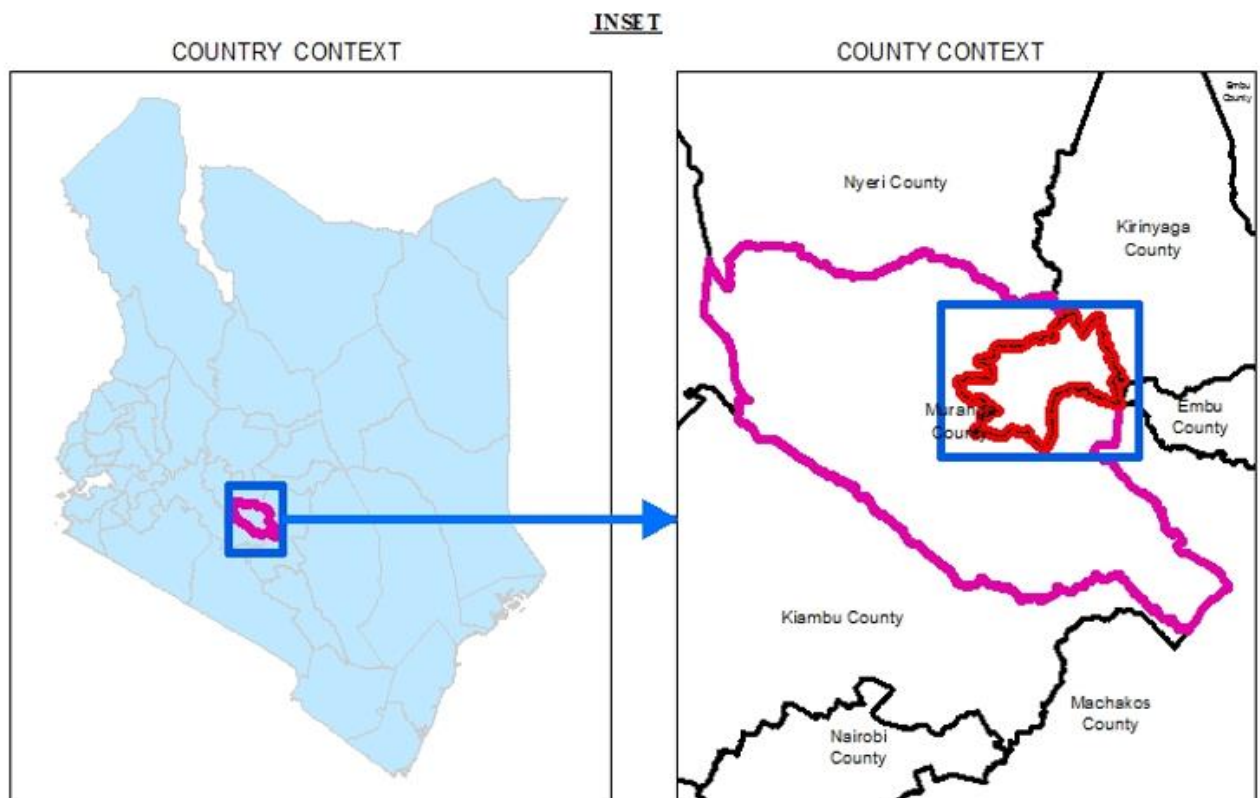


### 1.3. Overview of Murang'a Municipality

#### 1.3.1. Geographical Location and Size

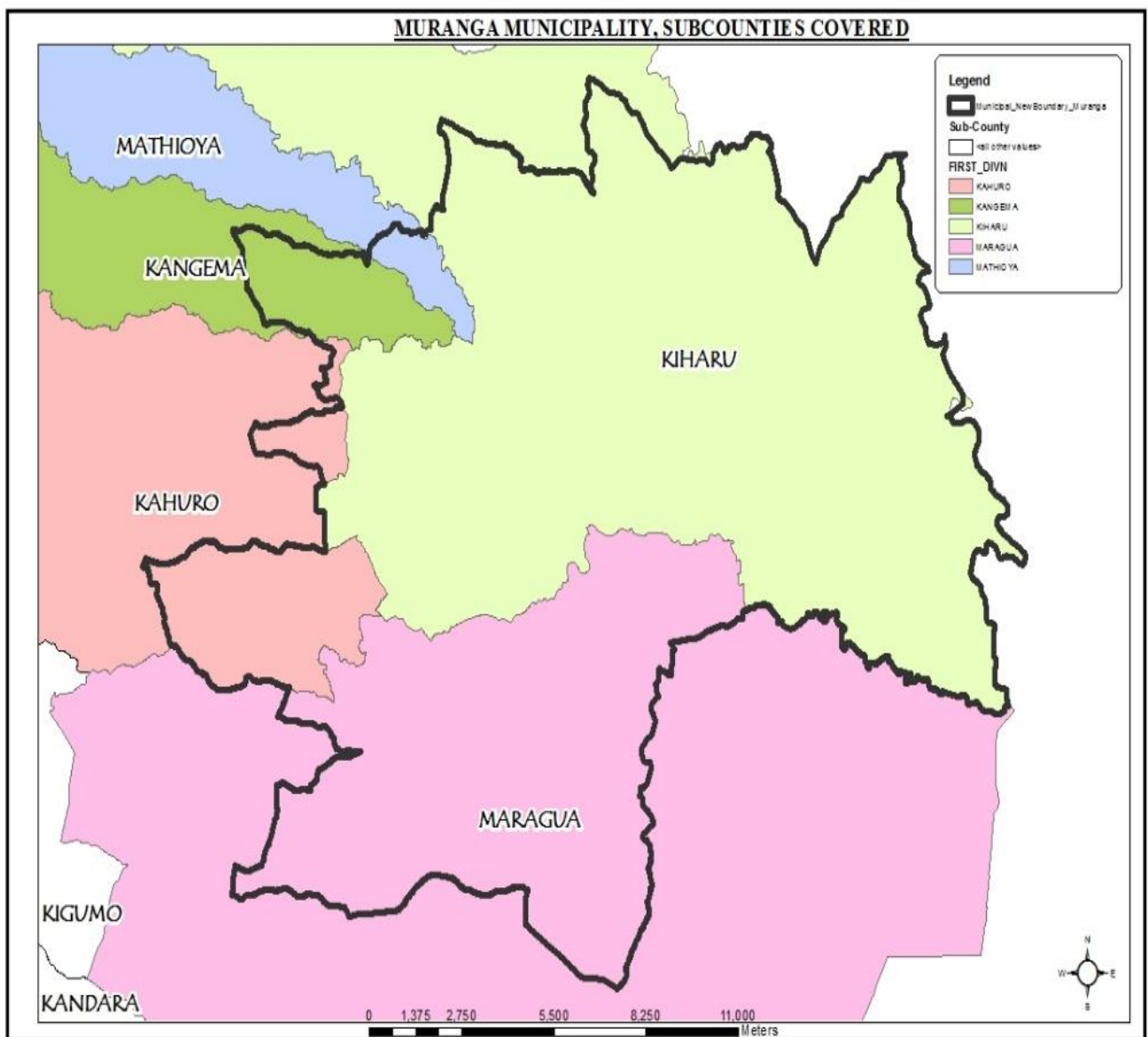
Murang'a Municipality is one of the 59 pioneer Municipalities in Kenya and is located within Murang'a County. The Municipality, which is the administrative capital of Murang'a County strategically borders the Counties of Embu, Kirinyaga and Nyeri. The Municipality covers a geographical area of approximately 300.7 Sq. Km as shown in map 1.3.:

**Map 1.3: Country Context of the Municipality**



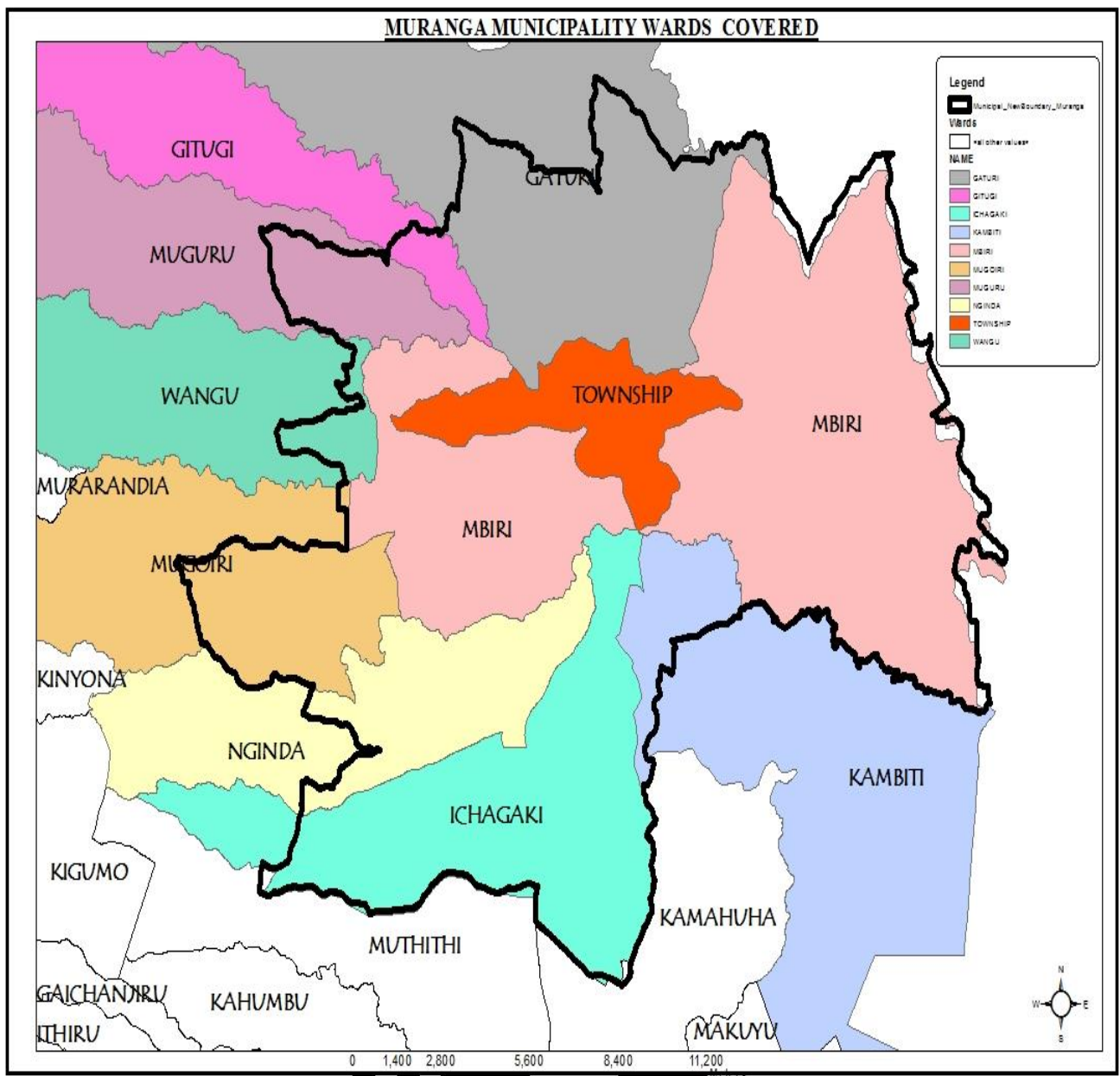
Administratively, the boundaries of the municipality traverses three Sub-counties which include Kiharu Sub County, Kahuro Sub County, and Maragua Sub County as shown in map 1.4.:

**Map 1.4.: Sub County Context of the Municipality**



The Municipality covers ten wards: Township ward, Mbiri ward, Gatari ward, Wangu ward, Mugoiri ward, Ichagaki ward, Nginda ward, Kambiti ward, Gitugi ward, and Muguru ward as shown in map 1.5.;

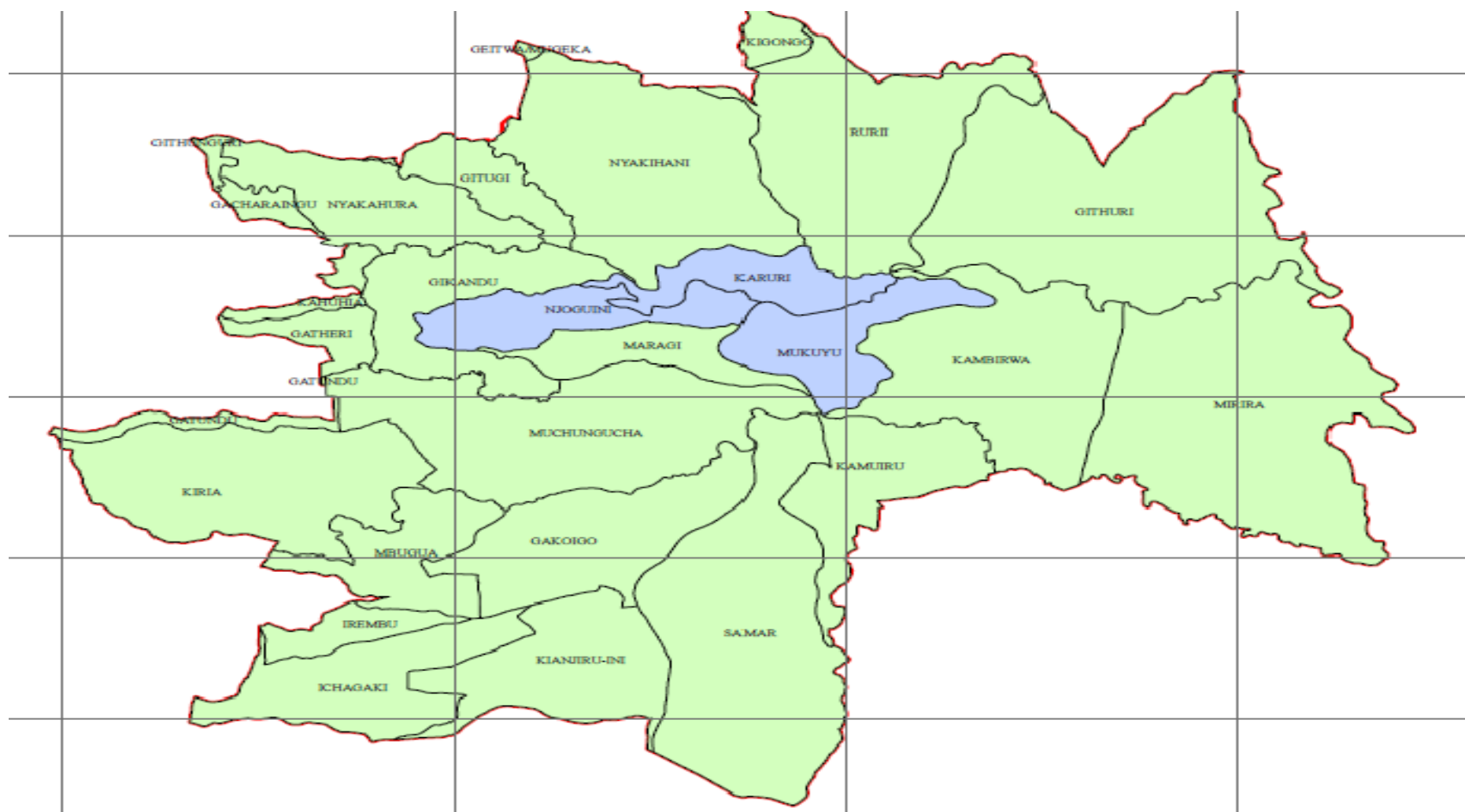
**Map 1.5.: Ward Context of the Municipality**



Sub-locations form the lowest formally delineated administrative boundaries in the County. The Municipality cuts across 20 sub-locations that form the core-urban and peri-urban catchment for the Municipality. The sub-locations include: Gatheri, Kiria, Muchungucha, Maragi, Gikandu, Kambirwa, Githuri, Miriria, Karuri, Mukuyu, Njogu-ini, Rurii, Nyakihai, Kamuiru, Ichagaki, Kianjiruini, Samar, Gakoigo, Mbugua and Irembu as provided in the map 1.6;



**Map 1.6: Proposed Municipality Sub Location Coverage**



*Source: Boundary Field Survey, 2021*

### **1.3.2. Topographic, Geological and Physiographic Features**

The Municipality is characterised by deep dissected topography drained by several rivers. The Municipality's geology and basement system comprises of volcanic rocks of the Pleistocene age and Achaean rock type respectively. The rugged, dissected topography and geology is both an asset and liability to the Municipality. The volcanic rocks hence fertile soils result in thriving agricultural activities. The dissected topography however, causes gully erosion and landslides impacting on human lives as well as raising the cost and maintenance of service infrastructure including roads and drainage systems within the Municipality.

The Municipal climatic condition comprises western region with an equatorial type of climate, the central region with a sub-tropical climate and the eastern part with semi-arid conditions. Long rains fall in the months of March, April and May. April reliably records the highest amount of rainfall. The short rains are in the months of October and November. The Western region covering upper parts of Maragua and Kiharu is generally wet and humid due to its proximity to the Aberdare Ranges and Mt. Kenya. The Eastern region, covering the lower parts of Kiharu and Maragua receive less rain and crop production requires consistent irrigation.

### **1.3.3. Demographic Structure and Trends**

Murang'a Municipality is a high growth population area with high densities. Rapid population increase is taking place along the C71 and C72 roads which have been identified as growth potential areas. The high population is also attributed to the rising institutional population. Based on the Economic Planning Report, 2020, the institutions that include Murang'a University of Technology, Pioneer International University, Maragua Technical Training Institute, Kenya Medical Training Centre (KMTC) Murang'a Campus, and other vocational training colleges contribute to the rapid rise in the urban population. Other determinants have been identified to include roads and areas of good accessibility, fertile soils and water availability.

Most of the satellite towns within the Municipality have also seen tremendous growth in the recent period from 2010 to date. According to the Murang'a Town Integrated Strategic Urban Development Plan (2019-2029), population growth of the area for the past three decades has been characterized by erratic patterns with the highest growth rate recorded between 1999-2009.

As per the final gazetted 2019 KNBS population and housing census, Murang'a Municipality had a population of 122,221 comprising 60,216 males and 62,005 females. This translates to a male – female ratio of 98:100 (98 male against 100 females) and a population density of 406 persons per sq. KM. The demographics which indicate a predominantly youth population is estimated at 126,701 in 2022 comprising of 62,423 males and 64,278 females. The population as provided in Table 1.1. is projected to grow to 128,231 persons comprising 63,176 male and 65,054 female in 2023; 131,345 persons comprising 64,711 males and 66,634 females in 2025; and 134,536 persons comprising of 66,283 males and 68,253 females in 2027.

**Table 1.1: Population distribution and Projections by Sub Location**

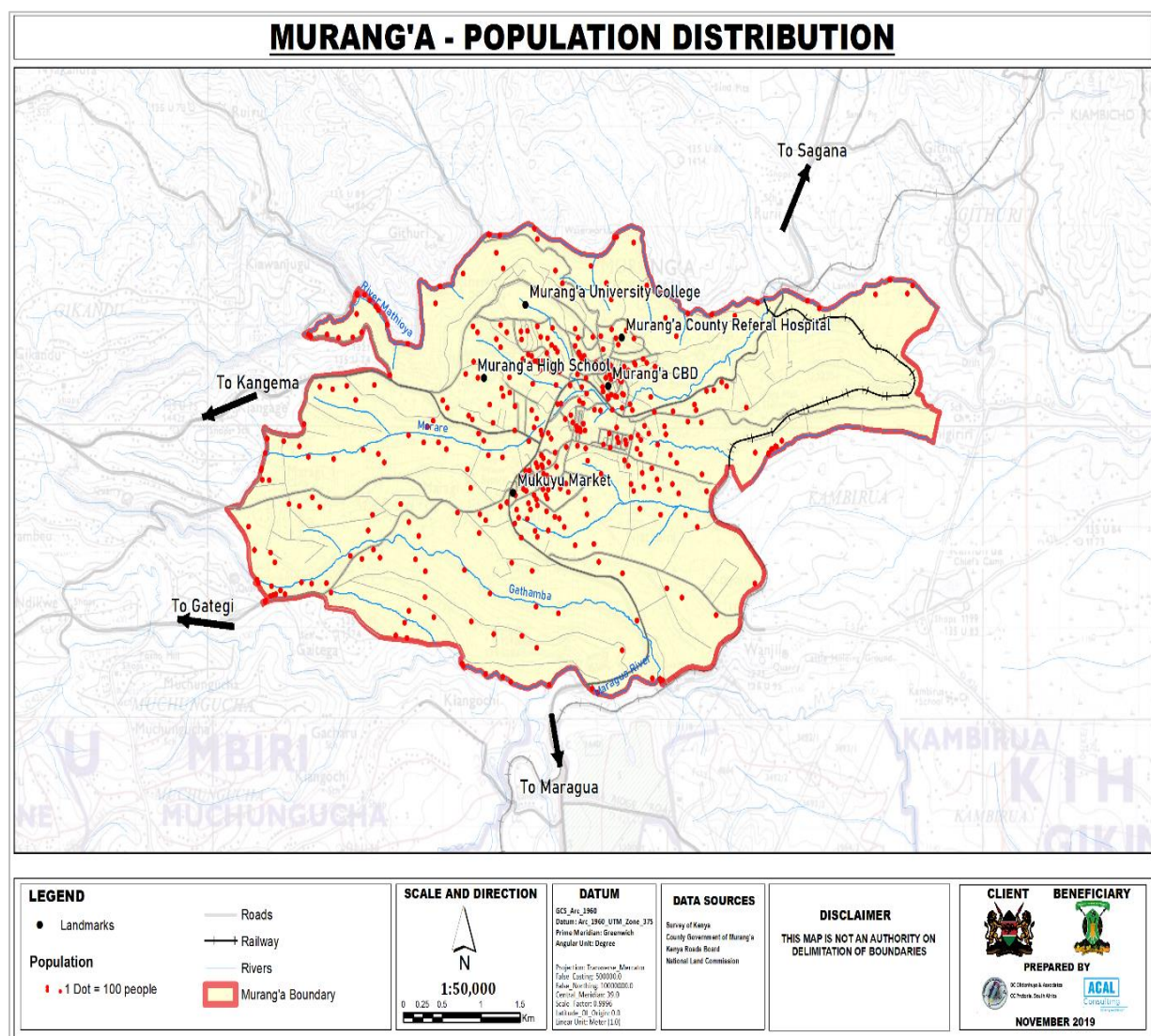
Admin. Area	KNBS 2019 Census			2022 Estimations			PROJECTIONS								
							2023			2025			2027		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Nyakihai	1,114	574	540	1,155	595	559	1,169	602	566	1,197	617	580	1,226	632	594
Kambirwa	4,782	2,462	2,320	4,957	2,552	2,405	5,017	2,583	2,434	5,139	2,646	2,493	5,264	2,710	2,554
Mirira	4,784	2,440	2,344	4,959	2,529	2,430	5,019	2,560	2,459	5,141	2,622	2,519	5,266	2,686	2,580
Gikandu	2,794	1,409	1,385	2,896	1,461	1,436	2,931	1,478	1,453	3,003	1,514	1,488	3,076	1,551	1,525
Muchungucha	3,648	1,829	1,819	3,782	1,896	1,886	3,827	1,919	1,908	3,920	1,966	1,955	4,016	2,013	2,002
Mbiri	2,468	1,216	1,252	2,558	1,261	1,298	2,589	1,276	1,314	2,652	1,307	1,345	2,717	1,339	1,378
Mukuyu	6,573	3,588	2,985	6,814	3,720	3,094	6,896	3,764	3,132	7,064	3,856	3,208	7,235	3,950	3,286
Njoguini	27,982	13,610	14,372	29,008	14,109	14,899	29,358	14,279	15,079	30,071	14,626	15,445	30,801	14,981	15,820
Maragi	6,692	3,267	3,425	6,937	3,387	3,551	7,021	3,428	3,593	7,192	3,511	3,681	7,366	3,596	3,770
Mjini	10,196	4,845	5,351	10,570	5,023	5,547	10,697	5,083	5,614	10,957	5,207	5,750	11,223	5,333	5,890
Township	9,792	4,420	5,372	10,151	4,582	5,569	10,273	4,637	5,636	10,523	4,750	5,773	10,779	4,865	5,913
Karuri	9,792	4,420	5,372	10,151	4,582	5,569	10,273	4,637	5,636	10,523	4,750	5,773	10,779	4,865	5,913
Githuri	3,617	1,859	1,758	3,750	1,927	1,822	3,795	1,950	1,844	3,887	1,998	1,889	3,981	2,046	1,935
Rurii	1,997	1,011	986	2,070	1,048	1,022	2,095	1,061	1,035	2,146	1,087	1,060	2,198	1,113	1,085
Kiria	3,194	1,582	1,612	3,311	1,640	1,671	3,351	1,660	1,691	3,432	1,700	1,732	3,516	1,741	1,774
Gatheru	664	325	340	688	336	352	697	341	356	714	349	365	731	357	374
Ichagaki	2,428	1,207	1,221	2,517	1,251	1,266	2,547	1,266	1,281	2,609	1,297	1,312	2,673	1,329	1,344
Kianjiruini	5,263	2,630	2,633	5,456	2,726	2,730	5,522	2,759	2,762	5,656	2,826	2,830	5,793	2,895	2,898
Samar	4,166	2,265	1,901	4,319	2,348	1,971	4,371	2,376	1,994	4,477	2,434	2,043	4,586	2,493	2,093
Irembu	1,534	785	749	1,590	814	776	1,609	824	786	1,649	844	805	1,689	864	824
Kamuiru	780	394	386	809	408	400	818	413	405	838	423	415	859	434	425
Gakoigo	4,178	2,154	2,024	4,331	2,233	2,098	4,383	2,260	2,124	4,490	2,315	2,175	4,599	2,371	2,228
Mbugwa	3,783	1,924	1,859	3,922	1,995	1,927	3,969	2,019	1,950	4,065	2,068	1,998	4,164	2,118	2,046
<b>Total</b>	<b>122,221</b>	<b>60,216</b>	<b>62,005</b>	<b>126,701</b>	<b>62,423</b>	<b>64,278</b>	<b>128,231</b>	<b>63,176</b>	<b>65,054</b>	<b>131,345</b>	<b>64,711</b>	<b>66,634</b>	<b>134,536</b>	<b>66,283</b>	<b>68,253</b>



The population of Murang'a is youthful with a majority aged between 14-35 years. The structure depicts a transitional population structure because of a shrinking child population, where 0-9-year-olds constitute 22%, and an increasing youthful population, where 10-34-year-olds constitute 36% of the total population. This population makes up slightly more than half of the entire urban population.

The population is concentrated in the CBD, Mukuyu and Kiharu and dispersed in the agricultural areas. Linear developments are situated along the roads as shown in map 1.7.:

**Map 1.7: Population Distribution Map**



#### **1.3.4. Historical Background of Murang'a Town**

Previously referred to as Fort Hall, Murang'a town is the administrative headquarters of Murang'a County. It is situated approximately 80km northeast of Nairobi city, the capital of the republic of Kenya and exclusively inhabited by the indigenous Kikuyu community. It lies on latitude -0.7167 (0° 43' South) and longitude 37.1500 (37° 8' East). The town is situated in the lower areas of the County on the rugged, bit hilly landscape. The fast-growing town is picturesque with an altitude of 4120 ft. (1255 metres) above sea level.

The west of the town forms the rolling Kikuyu farmlands that extend as far as the eyes can see. Being the epicentre of the productive neighbourhoods, Murang'a is a fast-growing town that attracts traders and farmers from far and wide. The town is served by adequate financial institutions, recreational hotels and lodges, transport service among other important service provisions. Due to its proximity to Nairobi, the town has a very busy transport routes serving all towns of the region.

Situated within Murang'a Municipality is the mythical Mukurwe wa Nyagathanga, a relic for the Agikuyu cradle which serves as memorabilia of Gikuyu and Mumbi. The site provides monumental Agikuyu cultural life that governs surviving customs and beliefs. Mukurwe wa Nyagathanga provides a symbolic, ritualistic and aesthetic values that fulfil the ceremonial functions and spiritual beliefs of the community. It's believed that Gikuyu and Mumbi, the ancestral parents resided in this place together with their nine daughters, creating the clan system amongst the Gikuyu community. The Shrine provides a significant landmark, not only to Murang'a but the entire central region due to its ancestral, spiritual, and cultural heritage. It was a place for offering sacrifices to Mwene-Nyaga (God) especially during moments of calamities, internal conflicts or during invasion.

#### **1.3.5. Settlement Patterns**

Murang'a, originally known as Mbiri, is thought to have begun around 1600, when the Agikuyu first settled around the densely forested western region. This came with

the displacement of the sparse hunter and gatherer Gumba Tribe, who retreated deep into the forest when the newcomers started to clear the land extensively for agriculture. Land acquisition was influenced by the hilly topography of the area; the area first cleared is known to have been the favourable belt between 5,000 feet and 6,000 feet.

The process of the clearance of the forest was a slow and gradual one. For instance, it is possible that Metumi, located north of the Maragua River, was fully occupied by 1750, and that Kariua, located between the Maragua River and the Chania River was fully occupied by 1900. With time, the patriarchal system of governing from the basic family (*nyumba*), to extended family (*mbari*), to close clans (*mihiriga*), and community (*itura*) level became well established as the populace thrived in farming and trade with the Akamba and Maasai. In principle, land was owned by *mbari* (clan) and its administration was entrusted to a *muramati* (guardian or custodian) who was the nominal head of the *mbari*.

When missionaries first came to Kenya, they found the Coast Region already inhabited by Portuguese, who had taken the coast, strategic for trade, from Arab powers in the 16th century. The missionaries ventured into Kenya's rugged interior and Murang'a was one of the first places they settled. When the British set up the East African Protectorate in 1895, their first administrative post (Fort Smith) was in Murang'a as captioned in picture 1.1.:

**Picture 1.1.: Fort Hall**



*(Source: <https://alchetron.com/Muranga-County>)*

Currently, settlement patterns across the Municipality vary due to various factors including socio-cultural, topographic characteristics and economic viability of the areas. Settlements within the core-urban is characterised by nuclear settlement with linear settlements in the peri-urban mainly along major roads, ridges, rivers and low-lying eastern semi-arid parts of the Municipality.

#### **1.3.6. Socio-Economic Characteristics**

According to the data from the County department of Economic Planning, the thriving sectors in terms of GDP contribution within the Municipality are agriculture, commerce, transport, hospital as well as packets of quarrying.

### **1.4. Integrated Development Planning**

Integrated development planning framework in the County takes two perspectives; first, county-wide 5-year integrated development planning (CIDP) which integrates urban IDEPs, 10-year Sectoral Plans and Spatial Plans as core inputs. The CIDP is

implemented through an annual development plan (ADP) and a programme-based budget in a 3-year fiscal framework (MTEF). The second perspective entails the urban specific integrated development planning with the output being Urban Integrated Development Plan (IDeP). Urban IDePs which favour 'action' and delivering infrastructural services within the urban metropolis are therefore a sound building block to the County Integrated Development Planning. The County Governments Act 2012, Section 108 (1) provides for integrated development planning for each county with clear goals and objectives; an implementation plan with clear outcomes; provisions for M&E; and clear reporting mechanisms.

Rapid urbanization portends the challenge of infrastructure service provision in urban metropolis. Urban Integrated Development Planning provides a unified development approach that involves the full continuum of strategy analysis and planning, development of programme-based budgets and ranked priorities, financing, and participatory implementation. The framework also provides for performance review through assessment of socio-economic changes in cumulative efficiency, effectiveness, and value for money.

### **1.5. Policy and Legislative Framework for Development Planning**

Urban legislation framework provides legal and operational support for governments and urban settings to effectively regulate urbanization issues. The legislations help promote and develop governance models that are equitable, gender responsive and socially inclusive, advocating fair land use and access to basic services and infrastructure for all. The Constitution of Kenya 2010, which is the supreme law of the country provides the basis for planning. Generally, County Planning is envisaged to take cognizance of Article 10(2) of the Constitution on national values and principles of governance that include good governance, integrity, transparency, accountability, and sustainable development. Article 118(1)(b) provides for public participation in public policy processes.

The County Government Act, 2012 provides principles for planning and development facilitation to guide county planning and developments. Section 104(1) provides that ‘a County Government shall plan for the County and no public funds shall be appropriated without a planning framework developed by the county executive committee and approved by the county assembly’. Section 107(2) of the Act provides for County plans which include Sectoral Plan, County Spatial Plan and Urban Area Plans which shall be the basis for all the planning and budgeting in the County.

Section 36(2) of the Urban Areas and Cities Act, 2011 provides for integrated Urban Development Planning which is envisaged to bind, guide and inform all planning for development and decision making within the urban jurisdiction. Further, the urban plans align to the development aspirations of the County Government and ensure comprehensive inclusion of all functions. Section 40 of the Act provides for the contents of Integrated Urban Area Development plans with the highlights that include;

- a) A board’s vision for the long-term development of the city or urban area with special emphasis on the boards or committee’s most critical development needs;
- b) An assessment of the existing level of development in the city or urban area, including an identification of communities which do not have access to basic services;
- c) The determination of any affirmative action measures to be applied for inclusion of communities referred to under paragraph (b) to access funds from the equalization funds;
- d) The board’s development priorities and objectives during its term in office, including its economic development objectives, community needs and its determination on the affirmative action in relation to the marginalized groups access to services;
- e) A board’s development strategies which shall be aligned with national and county sectoral plans and planning requirements binding the municipality;
- f) A spatial development framework which shall include the provision of basic guidelines for land use management system for the municipality;



- g) A board's operational strategies;
- h) Applicable disaster management plans;
- i) A regulated city and municipal agricultural plan;
- j) A financial plan, which shall include budget projection for at least the next three years; and
- k) The key performance indicators and performance targets.

The Public Finance Management (PFM) Act, 2012 provides for effective and efficient management of public resources. Article 125 of the Act spells out the budget process for government agencies in any financial year. The process consists of long term and medium-term development planning that enable financial and economic prioritization. Under Articles 126, each County Government is obligated to include strategic priorities for the medium term. The Strategic Plans need to reflect the County government's priorities and plans, a description of how to respond to the changes in the financial and economic environment; as well as programmes to be delivered.

## **1.6. IDeP Linkages with International, National and County Development Agenda**

The IDeP (2023-2027) is linked to other overarching development frameworks which include the Sustainable Development Goals (SDGs), the Kenya Vision 2030, the National Medium-Term Plan IV, the Murang'a CIDP 2023-2027 and the Murang'a County Spatial Plan. At the lower levels, the IDeP creates inputs for the Municipal Annual Strategic plans, Annual Work Plans and the Annual Program Based Budgeting (PBB) which guide the annual development activities.

The IDeP draws spatial development framework from the Integrated Strategic Urban Development Plan (ISUDP) 2019-2029 for Murang'a. It also focuses on the County priority development areas that include: community health; accessibility and connectivity; and urban planning and development. The linkages are diagrammatically shown in figure 1.1.:

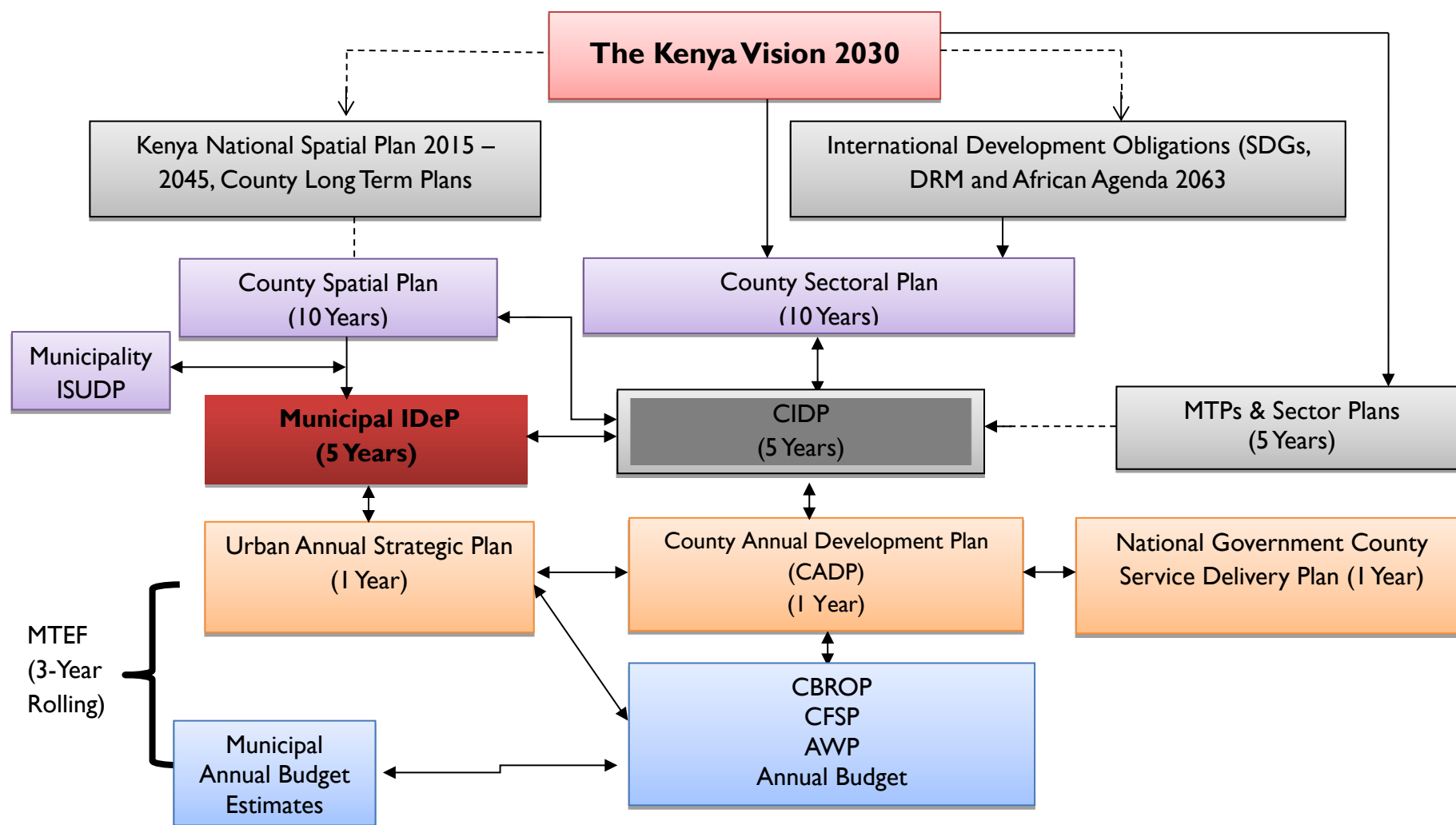


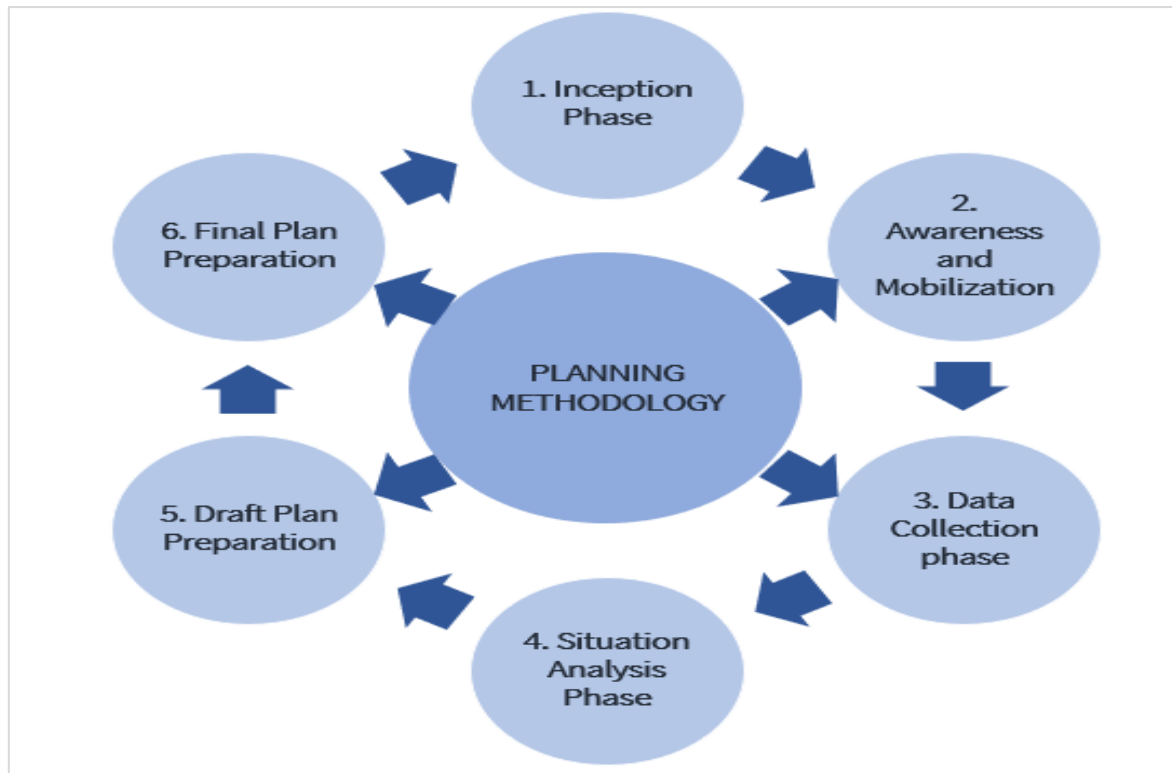
Figure 1.1: IDeP Linkages with Other Plans



### 1.7. IDeP Development Process

Objective and integrated process of urban planning is outlined in the Urban Areas and Cities Act, Section 36-41 and the Third Schedule of the Act. The process of developing this plan adopted a participatory approach and brought on board participants from both state and non-state Actors, professionals from relevant sectors, community opinion leaders as well as Civil Society groups and society benefit groups. The methodology entailed literature review of the performance of the 1<sup>st</sup> Generation IDeP (2018-2022), municipal reports on the proposed extension of the proposed boundary, financial statements, annual reports on the implementation of projects as well as other relevant documentations. Public fora were also organized where extensive deliberations were carried out on the priority intervention areas for the Municipality.

Murang'a Municipal Board provided the overall policy guide and invaluable insights to produce a Draft Integrated Development Plan aligned to the needs of the residents as per the requirements of the constitution. At the same time, the planning process put in place mechanisms to mainstream cross-cutting issues including rights of minority, climate change, gender and disaster response and management. The Draft Integrated Development Plan was then adopted by the Board and submitted to County Executive Committee for adoption and tabling before the Assembly for consideration and approval.



**Figure 1.2: Summary of Plan Methodology**

### 1.8. Public Participation and Incorporation of Public Views

In cognizance of the various policies and laws governing public participation, opportunities for community participation in the development of the plan were provided through public fora and town hall meetings that targeted mapped stakeholders as well as general public. Prior notices were issued and alternative platforms utilized to ensure active, fruitful participation. The various methods that were used to enhance public participation were as follows;

- (a) Public Notices- To sensitize and attract the involvement of the greater public, notices were published and strategically placed on notice board within the Municipality and public areas within the town.
- (b) Stakeholders- The mapping of stakeholders both from state and non-state actors provided the necessary rich and wide consultations on the need for accelerated development of the Municipality. Further, Professional social media platforms were incremental in enriching the plan and proposals herein.

- (c) Workshops- The Technical Working Group engaged in two workshops; one for visioning and validation of situational analysis and a last one for validation of plan proposals. The Team further engaged the County CIDP Technical Working Group in furthering the development agenda setting as well as integrating other urban areas not part of the Municipality.

The draft integrated development plan was presented to the stakeholders for deliberations, opinions, suggestions and counter-proposals. Other stakeholders further provided written submissions and views on the proposals. The IDeP technical team synthesised the submissions and counter-proposals upon which the draft IDeP was reviewed to include the plausible suggestions. The list of priority areas for intervention as ranked by the public was compiled to form the strategic projects/programmes for implementation during the medium term.

## 2. PERFORMANCE REVIEW OF PREVIOUS IDeP (2018-2022)

### 2.1. Overview

This chapter assesses the performance of the previous Municipality Integrated Development Plan (2018-2022). It analyses revenue performance and its projections during the medium term (2023-2027). It also assesses the level of service infrastructure and the integration of cross-cutting issues. Finally, the chapter highlights the achievements, challenges encountered, emerging issues, as well as lessons learnt and recommendations to be instituted during the plan period 2023-2027.

### 2.2. Analysis of Municipality Revenue for the Period 2018-2022

Municipality financing systems need to be structured in line with a number of policy principles that include revenue adequacy, sustainability of the service infrastructure to be created, efficient and effective use of the resources, accountability and good governance. The County Government Act 2012, PFM Act 2012, Urban Areas and Cities Act 2011 [Urban Areas and Cities Amendment Act, 2019] among other legislations aim to foster sustainable urban management to effectively and efficiently deliver much needed services to the stakeholders.

To sustainably generate and manage revenue, Municipality must formulate, adopt, maintain and implement requisite policies and regulations to legitimize rates and tariffs as contained in the County Finance Act. The categories of revenue available to Murang'a Municipality include County financing through exchequer transfers, own source revenues (taxes, rates, cess, permits, fees), and conditional grants by development partners through the County Government. Local Revenue is collected from various streams and correlates with the services rendered. Table 1.1. shows the cumulative Municipality revenue receipts for the period 2018-2022

**Table 2.1: Analysis of Municipality Revenue for the Period 2018-2022**

Financial Year / Revenue Source		County Exchequer	Conditional Grants	Total
2018/2019	Appropriated	0	70,437,000	70,437,000
	Actual Disbursements	0	70,437,000	70,437,000
2019/2020	Appropriated	45,000,000	108,080,000	293,954,000
	Actual Disbursements	29,606,808	77,857,794	248,338,602
2020/2021	Appropriated	69,900,000	89,017,406	158,917,406
	Actual Disbursements	34,505,000	18,020,910	52,525,910
2021/2022	Appropriated	131,202,889	80,217,406	211,420,295
	Actual Disbursements	56,800,000	25,468,484	82,268,484
2022/2023	Appropriated	98,070,000	88,239,147	186,309,147
	Actual Disbursements (By 31 <sup>st</sup> December)	29,287,800	0	29,287,800

### 2.3. Analysis of Municipality Own Source Revenue for the Period 2018-2022

Majority of urban residents respond positively to levies charged when they are properly involved and infrastructure services expected are put in place. Therefore, provision of expected services is a key driver for the municipality to raise targeted local revenues. In addition, well defined by-laws and enforcement systems are required for compliance and promoting fair business practises.

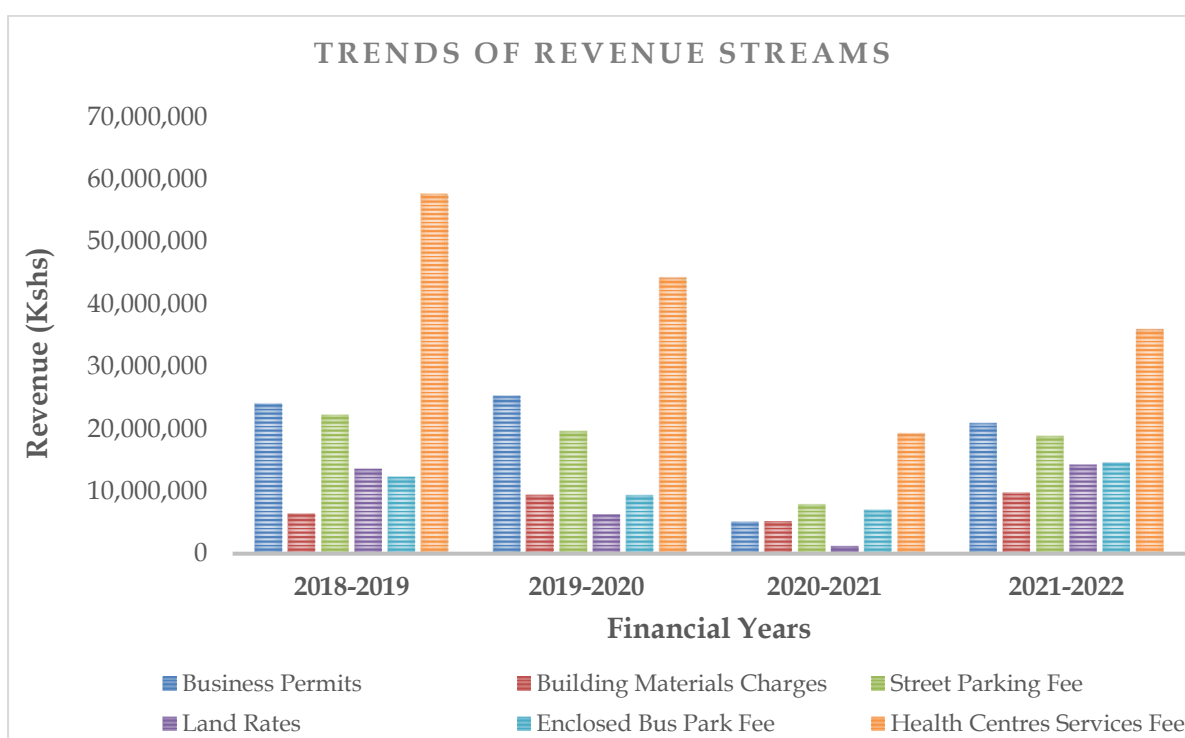
Analysis of revenue trends on the individual revenue streams as derived from the Municipal financial reports for the period 2018/2019 through 2020/2021 indicate that health centre service fees, street parking fees, enclosed bus park fees, land rates, and business permits contributed the highest Municipality revenues. However, the trends indicate a cumulative negative growth pattern over the plan period with the revenue declining from a total of Kshs. 185,848,115 collected during the financial year 2018-2019 to Kshs 145,999,193 during the financial year 2019/2020. The collections further dropped to Kshs. 58,990,374 during the financial year 2020-2021. However, the revenue increased marginally to Kshs. 141,813,450 during the financial year 2021-2022 (Table 2.1.)

**Table 2.2.: Analysis of Own Source Revenue**

	Revenue Stream	Financial Years			
		2018-2019 (Kshs.)	2019-2020 (Kshs.)	2020-2021 (Kshs.)	2021-2022 (Kshs.)
1	Business Permits	23,975,705	25,249,895	5,107,375	20,903,800
2	Stand Premium	29,740	8,000	8,685	
3	Application Fee	1,494,790	1,107,300	329,650	1,145,350
4	Business Subletting/Transfer Fee	532,500	315,000	176,500	337,500
5	Administration	707,975	70,000	300	1,041,000
6	Advertising Charges	9,742,359	7,056,505	476,320	4,568,470
7	Search Fee	30,000	31,000	12,000	39,000
8	Impounding Fee	1,534,450	725,730	246,530	707,340
9	Ambulant Hawkers Licenses	5,500	3,000	12,000	
10	Building Materials Charges	6,423,280	9,439,050	5,207,890	9,813,310
11	Sub-division Fees	294,000	256,000	153,000	510,000
12	Grave Fees	62,300	99,200	28,500	71,000
13	Conservancy Fees	2,710,950	1,772,525	797,500	2,260,650
14	Change of User	495,000	90,000	12,500	259,500
15	Barter Market and Cess	200,660	233,000	423,700	
16	Street Parking Fee	22,205,130	19,615,640	7,914,220	18,824,640
17	Vehicle Registration	246,500	215,000	53,500	28,620
18	Social Hall Hire/Rent	99,500	59,000	500	3,000
19	Slaughtering Fee	512,650	861,300	882,650	373,700
20	Fire-Fighting Services	1,773,900	2,477,450	550,100	3,208,800
21	Land Rates	13,578,276	6,312,398	1,205,760	14,261,355
22	Other property Charges	516,374	154,307	7,986	60,000
23	Ground Rent	4,185,254	2,185,636	343,899	
24	Market Stalls Rent	833,300	709,300	179,500	385,090
25	Housing Estate Monthly Rent	2,213,500	2,146,800	973,050	1,635,450
26	Market Entrance/Gate Fee	9,487,800	8,375,820	4,701,030	7,995,890
27	Enclosed Bus Park Fee	12,374,547	9,410,230	7,062,620	14,601,010
28	Survey Fees	12,500	4,000	24,000	
29	Other Vehicle Enclosed Park Fees	25,000	12,000	24,000	378,600
30	Buildings Plan Preparation Fee	146,000	30,000	13,500	9,000
31	Buildings Plan Approval Fee	8,421,309	1,506,385	2,049,965	1,073,990
32	Right-of-Way/Way-Leave Fee	1,812,070	293,350	3,200	
33	Debts Clearance Certificate Fee	320,000	328,000	232,000	345,000
34	Plot Transfer Fee	330,000	386,000	270,000	450,000
35	Caution Fee	5,000	5,000	1,000	11,000
36	Registration of Social Groups	132,000	70,000	19,000	31,000
37	Consent to Charge Fee	72,000	24,000	24,000	144,000
38	Health Centres Services Fee	57,641,086	44,233,372	19,284,744	35,976,185
39	Livestock Cess	516,110	500		
40	Weights and Measure Fees	149,100		170,960	122,900
41	Fisheries County Fees		102,500		98,800
42	Rental House Income		15,000		
43	Plan Fees		10,000		
44	Sales Fee (One Day Sale)			2000	

	Revenue Stream	Financial Years			
		2018-2019 (Kshs.)	2019-2020 (Kshs.)	2020-2021 (Kshs.)	2021-2022 (Kshs.)
45	Site Rent			1740	
46	Auction			3,000	
	<b>Total</b>	<b>185,848,115</b>	<b>145,999,193</b>	<b>58,990,374</b>	<b>141,813,450</b>

Analysis of the top five own-source revenue streams indicate that there was a general downward trend from 2018-2019 financial year to 2020-2021 financial. However, there was a slight increase during the financial year 2021-2022 as indicated in Figure 1.2.:



**Figure 2.1: Trends of Top Five Own-Source Revenue Streams**

#### **2.4. Municipal Budget Disbursement and Expenditure Analysis**

Analysis of the Municipal budget allocation and expenditure for the medium-term period 2018-2022 indicate that the Municipality was allocated a total of Kshs 921,037,848. During the financial 2018/2019, the Municipality allocation was through the department of Lands, Physical Planning and Urban Development. The Municipality however, received an allocation respectively of Kshs. 62,346,00 and 8,001,000 from Kenya Urban Support Programme UDG and UIG. Similarly, the

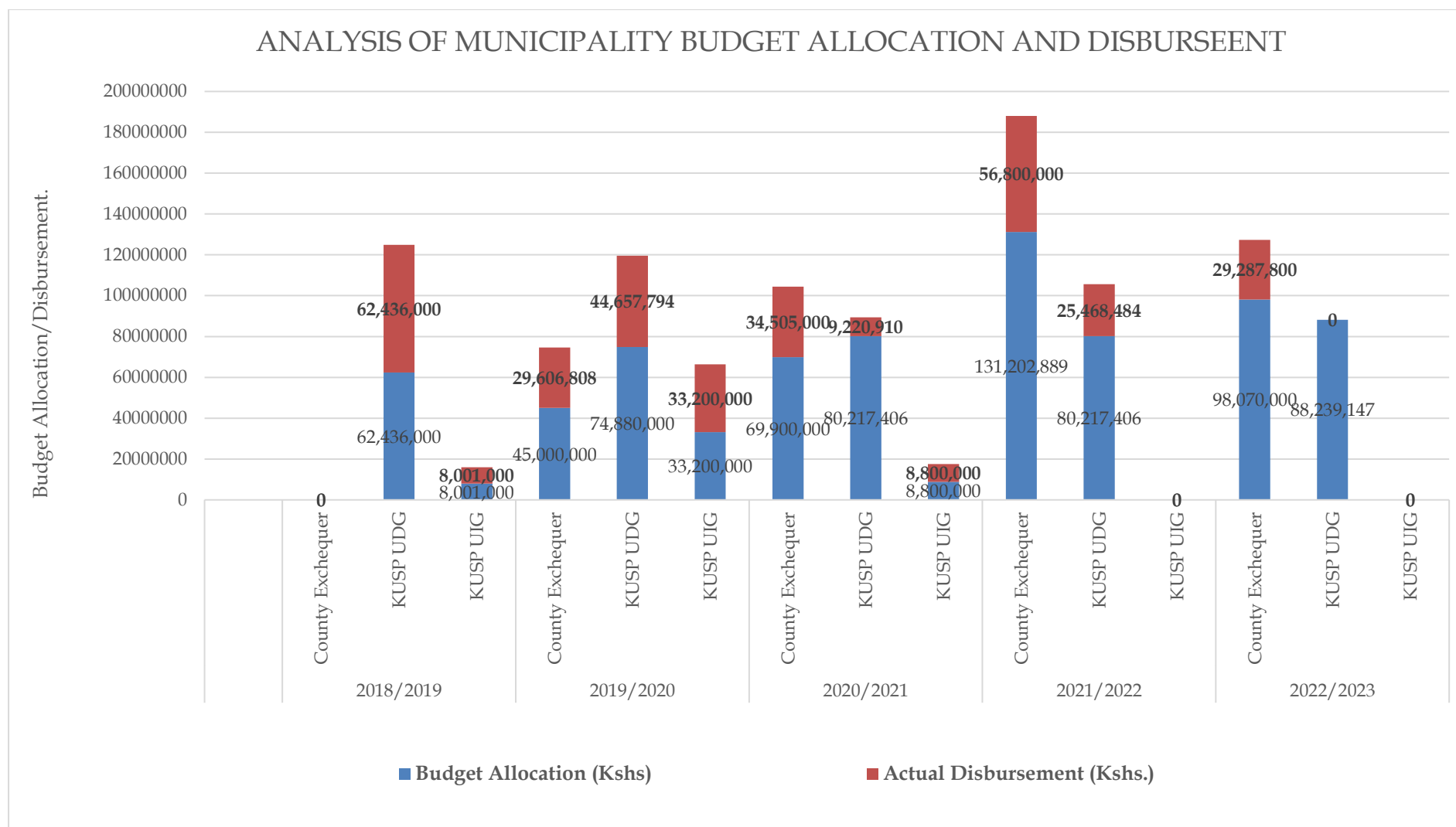
Municipality received Kshs 29,606,808, 44,657,794 and 33,200,000 from County exchequer, UDG and UIG respectively during the financial year 2019/2020. During the financial year 2020/2021 the Municipality was allocated Kshs 158,917,406 through its own budget vote comprising an allocation of Kshs 69,900,000 from the County Exchequer and Kshs 80,217,406 KUSP-UDG allocation. The Municipality further received a total allocation of Kshs 211,420,295 and Kshs 186,309,147 respectively for financial years 2021/2022 and 2022/2023. The analysis of allocations vis a vis disbursement is summarized in Table 2.3.:

**Table 2.3: Analysis of Municipal Budget Allocations and Disbursements**

<b>Financial Year</b>	<b>Source Of Funding</b>	<b>Budget Allocation (Kshs)</b>	<b>Actual Disbursement (Kshs.)</b>	<b>Overall % Disbursement</b>
<b>2018/2019</b>	County Exchequer	0	0	0%
	KUSP UDG	62,436,000	62,436,000	100%
	KUSP UIG	8,001,000	8,001,000	100%
	<b>Total</b>	<b>70,437,000</b>	<b>70,437,000</b>	<b>100%</b>
<b>2019/2020</b>	County Exchequer	45,000,000	29,606,808	66%
	KUSP UDG	74,880,000	44,657,794	60%
	KUSP UIG	33,200,000	33,200,000	100%
	<b>Total</b>	<b>293,954,000</b>	<b>248,338,602</b>	<b>84%</b>
<b>2020/2021</b>	County Exchequer	69,900,000	34,505,000	49%
	KUSP UDG	80,217,406	9,220,910	11%
	KUSP UIG	8,800,000	8,800,000	100%
	<b>Total</b>	<b>158,917,406</b>	<b>52,525,910</b>	<b>33%</b>
<b>2021/2022</b>	County Exchequer	131,202,889	56,800,000	43%
	KUSP UDG	80,217,406	25,468,484	32%
	KUSP UIG	0	0	0%
	<b>Total</b>	<b>211,420,295</b>	<b>82,268,484</b>	<b>39%</b>
<b>2022/2023</b>	County Exchequer	98,070,000	29,287,800	30%
	KUSP UDG	88,239,147	0	0%
	KUSP UIG	0	0	0%
	<b>Total</b>	<b>186,309,147</b>	<b>29,287,800</b>	<b>16%</b>
<b>GRAND TOTAL</b>		<b>921,037,848</b>	<b>482,857,796</b>	<b>52%</b>

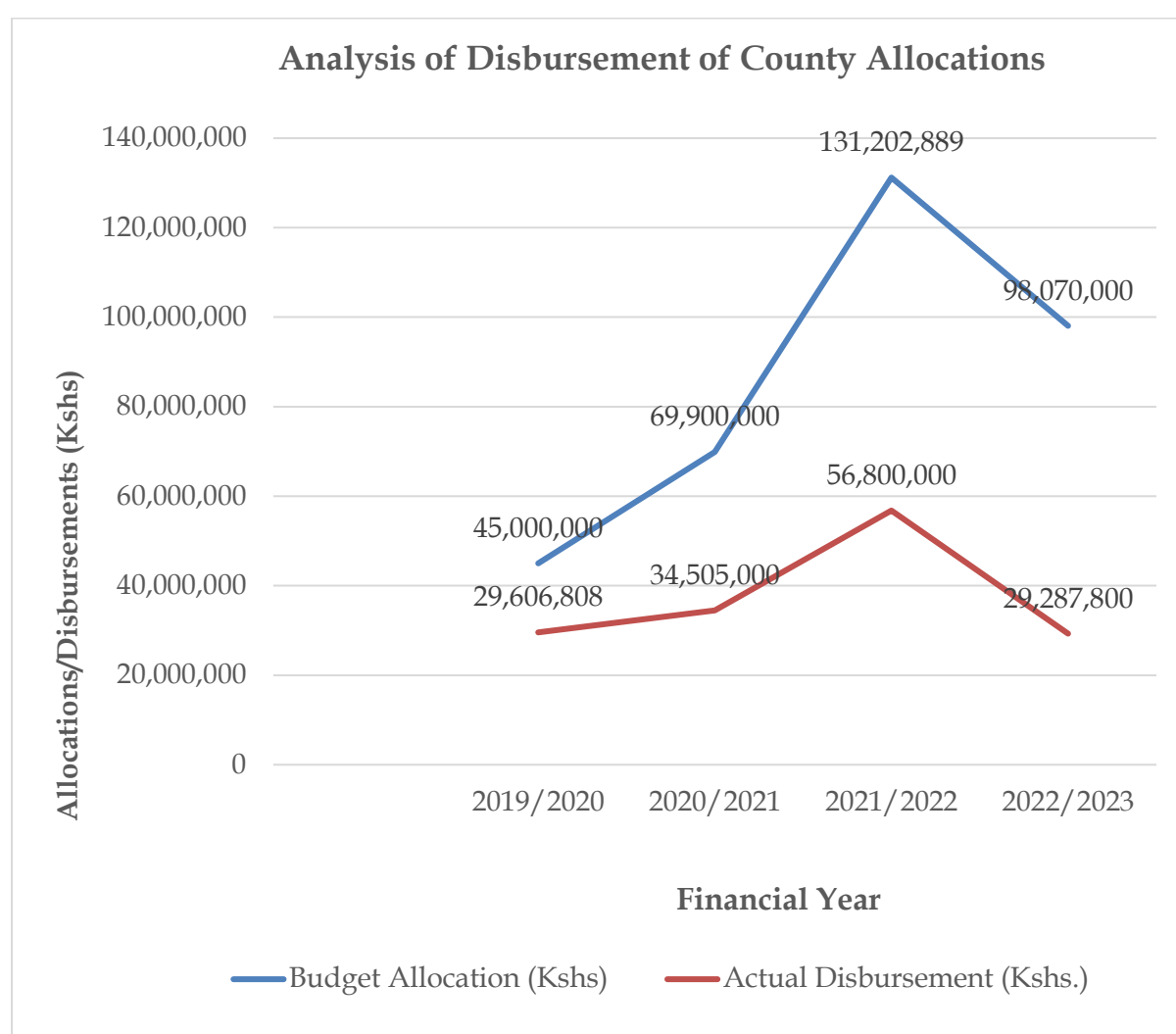
Further analysis shows that during the financial year 2019/2020, the Municipality received 100% of the allocations from KUSP-UIG and KUSP-UDG. However, the Municipality only received Kshs 29,606,808 of the exchequer allocations representing 66%. The allocations and disbursement are summarized in Figure 2.2.:





**Figure 2.2: Analysis of Budget Allocation vs Disbursement**

The County exchequer actual disbursements were 66% of the allocated budget during the financial year 2019/2020. The actual disbursement reduced to 49% during the financial year 2020/2021 and further to 43% during the financial year 2021/2022. For the first half of the financial year 2022/2023, the disbursement, majorly for personnel emoluments stood at Kshs 29,287,800 against the allocated budget of Kshs 98,070,00 representing 30%. Figure 2.3 summarizes the County exchequer transfers.



**Figure 2.3: Analysis of Exchequer Transfers**

## **2.5. Projects/Programmes Performance for the Period 2018-2022**

### **2.5.1. Overview**

The Municipality is an agency of Murang'a County Government created under Section 9(3) of the Urban areas and Cities Act, 2011. The Municipality became fully operational when it was awarded a Charter vide gazette notice no. 11 of 3<sup>rd</sup> December 2019. The functions were transferred vide gazette notice No. 10189 of 4<sup>th</sup> December 2020. Functionally, the Municipality is structured into four Directorates premised on the four Board Committees to provide an integrated system and offer effective and efficient service infrastructure. The Directorates include:

- a) Transport, Infrastructure, Public Works, Housing and Urban Development
- b) Health, Sanitation, Water and Environment
- c) Legal, Education, Social Services and Partnerships
- d) Administration, Finance, Public Service, IT and Economic Planning

The following were the Municipal achievements, challenges and lessons learnt during the plan period (2018-2022):

### **2.5.2. Achievements**

- a) Upgraded the following urban roads to cabro standards: Mortuary Road; Mahesh-Total Junction NMT Walkway
- b) Upgraded the following town roads to bitumen standards: JCT Hospital Road-Stage - KPLC - Lands Offices - JCT Kiria-ini Road; JCT Family Bank Back Lane Access Roads; Amica Bank Building Access Road; JCT Brewery Depot - JCT Murang'a High School Link Road; JCT Magunas Supermarket - JCT Magunas Whole Sale Road;
- c) Upgraded Mukuyu Bus Park and Parkings along Mukuyu Alpha Junction-Mukuyu Market to cabro standards;
- d) Constructed NMT walkways along Unaitas-Benrose Junction Road; JCT Kiria-ini Road - Lands Offices; and JCT Mentor SACCO Building - KPLC Offices;
- e) Improved parking bays within the CBD
- f) Procured and distributed safety gears for waste management

- g) Procured and distributed modern litter bins to businesses within CBD
- h) Collected, separated and transported solid waste to Karii dump site
- i) Undertook community sensitization on communicable and non-communicable diseases;
- j) Coordinated mobilization and mass vaccination against the Covid 19 pandemic;
- k) Trained 30 solid waste handlers;
- l) Renovated and fenced Mukuyu Social Hall
- m) Created and operationalized Youth Council within the Municipality to champion the empowerment of the youth;
- n) Improved infrastructure within Kieni polytechnic, Murang'a School for the Deaf, Ndutumi polytechnic as well as Kisumu Maliwazo Adult Centre;
- o) Improved Municipal recreational parks at Maragua and within Murang'a town CBD
- p) Spearheaded the creation of two new municipalities; Kenol and Kangari and 6 town administrations; Kiria-ini, Kangema, Kahuro, Kandara, Ithanga and Kirwara

### **2.5.3. Challenges Encountered**

The challenges encountered during the period include:

- a) Limited resources to effectively manage the ever-increasing menace of solid waste
- b) Poor market information and linkages
- c) Inadequate policies to facilitate effective Municipality functions. For example, the Municipality by-laws are still in draft form
- d) Delapidated urban infrastructure that include access roads, back streets, drainage systems
- e) Inadequate budgetary allocations
- f) Weak linkages and communication structures that hinder effective information flow to and from the County departments
- g) Lack of framework for synergies with other County departments in project implementation
- h) Unmet revenue targets
- i) Weak inter-sectorial synergies in revenue collection.

- j) Inadequate staff in some critical sectors such as Engineering, Finance, Planning and Procurement
- k) Overlapping functions with other County departments
- l) Widespread use of unclean energy within the Municipality aggravating the impacts of climate change
- m) Inadequate office space
- n) Uncontrolled developments and mushrooming of structures affecting development of necessary infrastructure

#### **2.5.4. Emerging Issues**

- a) There is need for extensive framework on PPP and how other stakeholders can be brought on board to supplement the Municipal service delivery.
- b) The Municipality By-laws is very important in enforcing various development control requirements.

#### **2.5.5. Lessons Learnt**

During the implementation of Municipality Integrated Development Plan 2018-2022, several lessons were learnt and noted to inform the future structuring and implementation of capital projects within the Municipality:

- a) Public participation and sensitization through regular engagement spurred an inherent demand for accountability and higher level of service infrastructure. There is need to enhance funding and engagement of the public
- b) Need to carry out extensive feasibility studies before inception of capital-intensive projects to determine the social, economic, environmental and political implications. This is important in stemming any impacts on social livelihoods and environment.
- c) Synchronization of planning and budgeting enhance timely completion. Right budgeting further prevents piling of pending bills which is a recipe for inflated project costs, litigations and destroyed image.
- d) Synergy with County Government departments enable avoidance of duplication. There is need for clear structures for cross-sectoral implementation synergies and mitigation of adverse effects

## 2.6. Analysis of Development Issues, Causes, Constraints and Opportunities

The broad development issues within the Municipality can be classified into several categories: Implementation and operational issues; community issues; nature-based issues and financial issues. Whilst the Municipal IDeP (2018-2022) provided broad guidance on both spatial and structural development for the Municipality, implementation was only to a limited extent and proved rather ineffective in guiding land uses and supporting infrastructure service development. There were low conformity and alignments to land-uses as provided for under the spatial development framework. However, conformity and alignment seemed generally higher within the core-urban area of the Municipality as compared to the peri-urban and within the satellite towns.

Community issues in urban development include overcrowding, housing problems, waste management, sanitation problems, unemployment and degraded environment quality. The community issues create infrastructural, health and environment challenges leading to burgeoning informal settlements, disaster vulnerability, and threats to water and food security. Naturally, effects of industrial and other human activities enhance air pollution, weather patterns, water quality and environment degradation.

Financial issues in urban development stem from rapid urban growth and clamor for better infrastructure services from the residents. Tight resource constraints add urgency to the imperatives of effectiveness and efficiency and create need for creative approaches that circumvent the traditional bureaucracy. Public-private collaboration is required besides mechanisms that allow predictable fund-flow, decision making structures as well as merits of governance arrangements. Table 2.4. provides an analysis of the issues, highlighting causes, constraints to effective implementations and opportunities to be explored.

**Table 2.4: Analysis of Development Issues, Causes, Constraints and Opportunities**

Development Issue	Cause(s)	Constraint(s)	Opportunities
Unaligned/ Un-conformed Urban Planning	Disconnect between spatial planning, infrastructural plans, and budgeting decisions Ineffective development controls Unrealistic planning standards and regulations	Inherent weaknesses in urban plans Limited capacity and resources for enforcement	Agency collaboration with County departments
Weak linkages and communication structures with the County	Limited understanding on the role of Municipality as a semi-autonomous County Agency	Inadequate financial resources to undertake sensitization on the roles and linkages with other County departments	Having strong voices within the County Structures: CBEF, SWGs Fast track approval of Municipal organization structure
Weak technical capacity	Inadequate staff Constrained budgetary allocation to allow employment of additional technical staff Limited revenue sources	Rapid evolving skills set requirement	Employment/ deployment of additional technical staff Enhanced resource mobilization
Inadequate ICT connectivity	Limited ICT infrastructure	Inadequate funds High cost of ICT infrastructure	Prioritize ICT development Collaborate with other development partners such as ICT Authority for connections
Underperforming revenue generation	Lack of synergy between departments Lack of revenue mapping	Inadequate budgetary allocation Lack of automation Low capacity amongst staff	Full automation of revenue function Partnership with other government departments and agencies for capacity development

Development Issue	Cause(s)	Constraint(s)	Opportunities
	Inadequate staff/low capacity		Mapping of revenue streams
Weak feedback mechanism	Inadequate funding of M&E function Inadequate skilled staff Inadequate capacity	Inadequate funds Mistaking M&E with audit Non-utilization of M&E data/information	Capacity building Training of officers as M&E champions to undertake M&E function Increase funding for Municipality M&E and research
Limited data on development	Weak M&E and research function	Inadequate funding	Establish Municipality handbook of indicators Mapping of Municipality service infrastructure
Delapidated urban road infrastructure	High cost of road construction and maintenance Narrow access roads Inadequate budgetary allocation	Inadequate funding Unpredictable weather patterns Dissected terrain affecting the cost of construction Destruction by other agencies such as MUWASCO during installation of pipes	Availability of dedicated conditional grants such as KUSP - UDG Stakeholder collaboration – KURA, KENHA, KERRA Public Private Partnership Supervision of other stakeholders while undertaking construction works
Problematic storm water in built-up areas	Poor drainage systems Uncontrolled developments Poor workmanship	Inadequate funding Poor urban planning and coordination of urban services Inadequate enforcement of development control Narrow size of urban roads	Enhance town planning and development control Increased funding to manage drainage systems Enhance partnership with other government agencies such as KURA Enforcement of development controls on temporary structures
Inadequate NMT walkways in most of the town roads	Non-inclusion in road designs Inadequate budgetary allocations	Narrow size of roads	Integrate NMT walkways during design and construction of urban roads Collaborate with other agencies such as KURA for NMT development



Development Issue	Cause(s)	Constraint(s)	Opportunities
			PPP in NMT walkway development Enhance funding to NMT walkways
Untapped tourism potential	Underdeveloped tourism sector Less diversified tourism products	Inadequate marketing of tourism opportunities Competition from established tourism destinations Inadequate funding/resources to develop the sector	Diverse tourism products Rich culture and beautiful scenery PPP
Inadequate market infrastructure	Dilapidated market infrastructure Poor access to markets Poor access to regional and international markets	Inadequate funding Inadequate skills and capacities in marketing Stiff competition from established economies	Mobilize additional resources to construct modern markets Participating in trade fair and expo Capacity building in trade and marketing Exploring new markets
Garbage menace	Increased generation of waste due to increasing urban population Lack of modern tools and equipment to handle waste management properly Uncontrolled dumping of waste	Poor enforcement on existing pollution laws Low capacity in waste management Lack of proper collection, sorting, separation and disposal framework Inadequate funding for solid waste management function	Public Private Partnership Enforcement of waste management policy Collaboration with other agencies such as NEMA Increased budgetary allocation to waste management Development of waste recycling strategies
Dilapidated health facilities	Non-functionality of critical inputs like maintenance and replacement plans	Inadequate budgetary allocations High cost of maintenance of health equipment	Increased budgetary allocation for maintenance

Development Issue	Cause(s)	Constraint(s)	Opportunities
Inadequate medical equipment	Lack of critical medical equipment	High cost of medical equipment	Collaboration with County, National Government and Development Partners
Increasing burden of communicable and non-communicable conditions	Poor health seeking behaviour Food insecurity and poor nutrition Anti – microbial Resistance Lack of accessibility to right information	Overuse and misuse of antimicrobials Lack of clean water and sanitation Stigma Skill gaps to support the established systems as well as weak linkages between the various core systems Lack of resources/poverty	CHVs and CHAs equipped for NCD screening and Community mobilization and sensitization Adequate budgetary allocation Strengthened collaboration with Health-Related Sectors
Substance and drug abuse	Peer pressure High cost of living/poverty Broken family structures	Availability of cheap drugs (Liquor) Lack of elaborate liquor control policy Weak liquor licensing function	Invigorate liquor licensing function Enhance sensitization on impacts of substance abuse Increase funding to rehabilitation programme
Lack of title deeds	Uneconomical land subdivision High number of land disputes Encroachment of public land and access roads	Inadequate staffing Inadequate information on surveys and conveyance	Expedite dispute resolution mechanisms Build and strengthen partnerships with private sector service providers Sensitisation and education on land matters

Development Issue	Cause(s)	Constraint(s)	Opportunities
Inadequate opportunities for basic education	Inadequate education facilities Poor role modelling Understaffing	Disruption from broken family structures Inadequate budgetary allocations Poverty Unemployment	Support ECDE education and polytechnics Modernize education physical facilities Partner with stakeholders and other development partners
Inadequate opportunities for vocational and technical training	Inadequate investment in vocational and technical training Delapidated infrastructure in vocational and technical colleges	Low opinion on vocational courses Disconnect between courses offered and the job market Lack of relevant and appropriate curriculum	Partnership with private investors Increased funding for tertiary education
Underdeveloped Sports facilities	Inadequate funding Poor workmanship	Inadequate funds	Strengthen utilization and management of sports facilities
Gender inequalities in resource allocations and leadership.	Unfavourable cultural practices Lack of access to community resources	Outdated cultural beliefs Lack of implementation of affirmative action plans	Improve gender-based education Gender mainstreaming
Underdeveloped recreational amenities	Limited budgetary allocation to recreational amenities Vandalism of facilities within recreational parks Fraudulent transfer of public utilities	Inadequate funds for development of recreation parks Lack of title deeds Conflict on ownership of public utilities and spaces between Counties and National Government	Increase budgetary allocation to improvement of social amenities Collaborate with other development partners to sustainably maintain recreation amenities Fencing and protection of public social amenities
Teenage Pregnancies	Poverty Inadequate sex education	Low incomes	Social cultural education Promote Income generation activities

Development Issue	Cause(s)	Constraint(s)	Opportunities
	Broken family structures		
Increasing number of homeless children	Distorted family structures Drugs and substance abuse Gender Based Violence/ Domestic violence	Poverty Distorted family structures Rising number of single parenthoods	Collaboration with children's homes Sensitization
Inadequate access to water for domestic use	Inadequate infrastructural investments Vandalism of water infrastructure	Management conflicts among water services providers Inadequate funding for water and irrigation projects Inadequate technical personnel and equipment Poor leadership in community managed projects	Partner with water service providers Increase investment in water sector Training water users' groups Protection of springs and catchment areas Training on water harvesting technologies Rehabilitate and commission stalled community boreholes Construction of new
Increasing levels of Poverty	High unemployment; Inadequate security personnel Illicit Brews and drug abuse Poor land tenure system.	Low levels of employment opportunities Deteriorating family structures High transaction cost of land transfer Drugs and substance abuse	Investment in vocational and technical training Mobilize stakeholders and partners with a view to establishing VTCs and other opportunities for business Enhance social funding Mobilize stakeholders and partners to eradicate substance and drug abuse Develop business incubation centres Enhance partnership collaboration with National and International agencies

## 3. SITUATION ANALYSIS

### 3.1. Spatial Development Framework

The Urban Spatial Development Framework identifies urban functional spaces in an integrated manner. It provides physical base on which land use and service infrastructure provision is coordinated to produce a competitive, economically robust, socially liveable and sustainable urban centres. This in turn guarantee social welfare, ensuring prosperity and stimulating sustainable community development. The framework facilitates attainment of sustainable development through optimal utilization of available resources while at the same time, effectively and efficiently addressing the development challenges.

This IDeP seeks to underpin urban and rural development linkages from a spatial framework perspective with a goal of accommodating population growth vis a vis provision of adequate and appropriate interconnected services infrastructure. The role of the framework therefore is to:

- a) Provide a framework to guide infrastructural development and service provision within Murang'a and revitalize housing, industries, trade and commerce to spur economic development;
- b) Designate anticipated patterns of land use and set out basic standards and guidelines for a land use management system designating desirable urban settlements, functional spaces and management of natural resources within Murang'a;
- c) Determine the effective urban boundary and develop a smart urban system;
- d) Provide an overall strategic and integrated spatial framework for the location and function of development and the resultant urban growth;
- e) Provide development guidance based on optimum location and nature of development within Murang'a and enhance environmental protection and conservation;

- f) Improve transport and communication networks and linkages and identify opportunities for job creation and employment.

### **3.1.1. Spatial Plan Proposals**

#### **3.1.1.1. Housing Proposals**

Murang'a Integrated Strategic Urban Development Plan (2019-2019) estimates the existing residential area in Murang'a town to cover 880 Hectares. This represents 33.6% of the total Murang'a town planning area against a projected requirement of 500 hectares (19%) giving an oversupply of 380 hectare (14.5%). The plan proposes a total area of 246 Hectares representing 9.4% of the planning area to cater for residential land use for housing. The emphasis on residential development is largely driven by the need to promote compatibility and mixed-use development of high, medium, and low-density housing. The densities-high, medium, and low have been allocated based on the existing organic growth. The intention retains and guides the existing organic structure of the town, and ensures future developments maintain this character, while compacting growth.

#### **High Density Residential**

The structure spatial plan proposes high density residential development in Mjini, Mumbi Estate, Mukuyu and to the north of Murang'a Prison area covering a total area of 118.42 hectares which accounts for 48% of the proposed residential space. The plan caps development of flats, apartments, high rise residential buildings to a minimum of 4 levels on plots of minimum of 0.125 Acres. In Mjini area, the plan validates development of high-rise Swahili architecture style residential development up to a maximum of four levels to promote the culture and heritage of the local community. The plan proposes expansion of sewer and water reticulation, upgrading of the access roads, provision of street lighting and green spaces in these high-density residential areas so as to attract a majority of the Town's residents.

#### **Medium Density Residential**

The plan proposes a total of 107.28 Hectares for medium density residential development which represents 43.4% of the proposed residential space. This is mainly

proposed in Kiharu, around Murang'a Prison, and around Pioneer International School. The minimum allowable land size in the medium density residential areas is 0.25 for the Parcels around Murang'a Prison, and around Pioneer International School and 0.125 Acres for the parcels in Kiharu Area. The recommended typologies for medium density residential development are flats, bungalows, row housing, maisonettes, and duplexes, with levels limited to 2 where there is no sewer provision.

### **Low Density Residential**

The plan proposes at the Eastern end of Fort Hall and around the Murang'a juvenile home areas to be low density residential areas. This area covers 21.1 hectares which is 8.5% of the residential space. The proposed minimum land size for low residential is 0.5 Acres. The plan proposes plating of trees within the low-density residential areas.

#### **3.1.1.2. Commerce Trade and Light Industrial Park Development**

The plan proposes a commercial development area of 47.96 hectares which accounts for 6.2% of the Murang'a Town planning area. The main commercial area in Murang'a Town is located North of Mjini and Mumbi area and anchored by the C71 primary road. The CBD is expected to have adequate access, elegant street scapes, with street lighting and well-defined on-street parking facilities. The plan proposes high-rise commercial buildings of minimum 4 levels having office space, adequate parking space, food courts and restaurants, retail shops and stalls, and entertainment spots.

The plan for Kayole Open market in the CBD has a 3 storey hawkers' market having well-spaced stalls, adequate parking, public toilets, eateries, waste receptacles and collection point, street lighting, clean drinking water points and public transport service stage. Mukuyu market is proposed for a modern, fresh groceries market 4 storey segregated stalls, public toilets, having waste sorting bins and collection points, loading and off-loading areas, ample parking and street lighting. However, the plan allows the forces of demand and supply to guide the growth of commercial zones

though proper standards must be met. A lot of commercial activities are also expected along C71 on both sides of the road reserve. Such commercial activities include curio shops and sale of daily newspapers, among others. The plan proposes a light industrial zone within the satellite town of Maragua with a total of 34.5 Ha solely zoned for light industrial park.

### **3.1.1.3. Urban Limits**

The plan proposes a core-urban limit measuring 26.2Km<sup>2</sup> with minimum allowable plot size in the agricultural zone being 2 Acres and at least 65% reserved for agriculture, conservation and recreational use. The plan also proposes the areas around Njathaini, Fort Hall Station, and Maragi to be reserved for agriculture their fertility and richness. This is also premised on the fact that the land earmarked for residential development is adequate to cater for the expected population without having to require further loss of agricultural land.

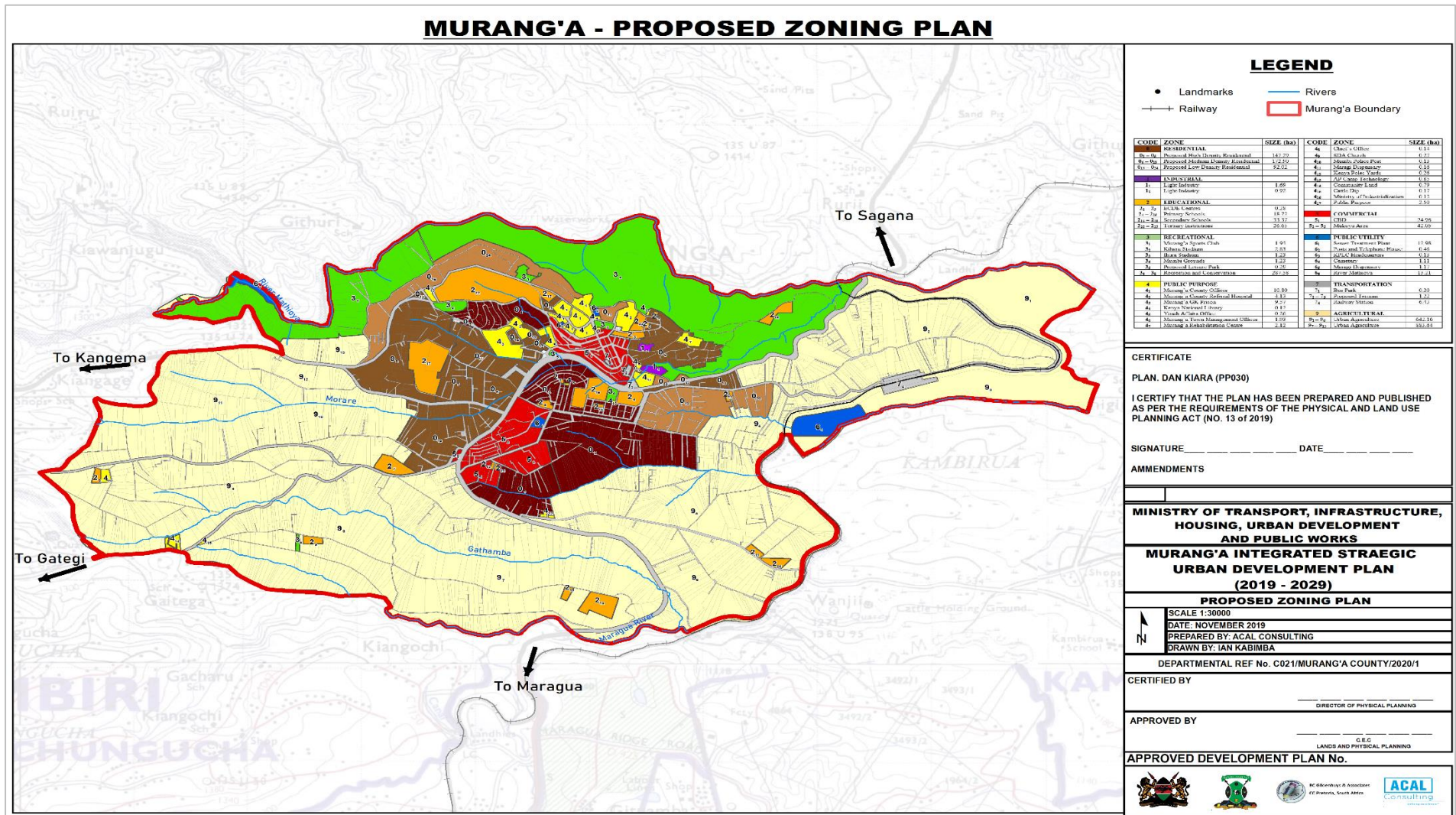
## **3.1.2. Zoning Plans and Regulations**

### **3.1.2.1. Zoning Plan**

The main purpose of zoning is to delineate residential, commercial, industrial, recreational, and agricultural; transport, public purpose and public utilities land uses in Murang'a. Zoning is usually done to control the physical development of the land and the types of uses that each individual space be put to use and thereby ensuring proper planning to achieve the desired built urban environment. The proposed structure plan is a vision for land use management for the next ten (10) years as summarized in Table 3.1. The proposed zoning is detailed in map 3.6:



Map 3.1: Proposed Zoning plan



### 3.1.2.2. Zoning Regulations

The main purpose of zoning is to delineate residential, commercial, industrial, recreational, and agricultural; transport, public purpose and public utilities land uses in Murang'a municipality. Zoning is usually done to control the physical development of the land and the types of uses that each individual space be put to use and thereby ensuring proper planning to achieve the desired built urban environment. It does this by creating zones that divide a particular region of land into districts or zones and specifying the types of land uses that are allowed and prohibited for each zone (Table 3.1).

**Table 3.1: zoning regulations to be adopted in Murang'a municipality:**

Zone Code	Location	Permitted Use	Standards	Regulations	Remarks
51-55 Commercial	CBD, Mukuyu Area,	Principal Use; commercial Development type: mixed use development, multi storey developments, shopping complexes, office buildings, <ul style="list-style-type: none"> <li>• Financial services</li> <li>• Business support services</li> <li>• Professional offices</li> <li>• Retail and wholesale</li> </ul> Non-Principal Use; Development type: hotels, eateries, accommodation <ul style="list-style-type: none"> <li>• Hotels</li> <li>• restaurants</li> </ul>	<ul style="list-style-type: none"> <li>• Plot coverage: 90%</li> <li>• Plot ratio: 500%</li> <li>• Minimum Setbacks <ul style="list-style-type: none"> <li>- Front 5m</li> <li>- Sides 2m</li> <li>- Rear 3m</li> <li>- Skyline:30 m Height</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Minimum land size 0.075 ha</li> <li>• Building Height: minimum of 4 floors</li> <li>• Allow rain harvesting</li> <li>• Allow 3m wide space for semi-permanent fabricated business stalls on road reserve</li> <li>• Allow a 2.5m wide space for moveable temporary business stalls on the segregated road reserve-safety?</li> <li>• Building Line: minimum of 3m from Road reserve</li> <li>• Allow a 3m wide space for pedestrian walkway &amp; NMT access</li> </ul>	<ul style="list-style-type: none"> <li>• Promote mixed use development</li> <li>• Promote compact, high – rise developments</li> <li>• Promote public spaces in developments</li> <li>• Promote NMT modes</li> <li>• Promote small scale business enterprises</li> <li>• Promote infrastructure services and utility provision</li> <li>• No on road parking</li> <li>• Promote recreation, sports, culture and talent development</li> <li>• All applications must have Self-sustaining infrastructure for sanitation, wastewater treatment, etc) with the clear design intent to connect the local</li> </ul>

Zone Code	Location	Permitted Use	Standards	Regulations	Remarks
				<ul style="list-style-type: none"> <li>Onsite parking: 2.5m parking space for each unit in the office buildings</li> <li>Off-street Parking: 1.5 m wide one-way parallel parking space on the road reserve</li> </ul>	system to or a private Infrastructure System
Zone 0 <sub>1-05</sub>	Proposed Low Density Residential	Principal Use; Low Density Principal Use; Low Density Residential; Development type: mixed use development, single family dwelling units, multiple family dwellings, <ul style="list-style-type: none"> <li>Mansion</li> <li>bungalows,</li> <li>row housing,</li> </ul>	<ul style="list-style-type: none"> <li>Plot coverage: 35%</li> <li>Plot ratio: 100</li> <li>Minimum Setbacks               <ul style="list-style-type: none"> <li>Front: 10m</li> <li>Sides: 10m</li> <li>Rear: 20m</li> <li>Skyline: 6m high</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Minimum land size: 0.2 Ha</li> <li>Maximum height: n/a</li> <li>Building line: minimum of 10m from road reserve</li> <li>Minimum of 10% tree cover:</li> <li>Allow rain water harvesting</li> </ul>	<ul style="list-style-type: none"> <li>Discourage land subdivision to uneconomical land sizes</li> <li>Encourage storage of rain water</li> <li>Provision of a convectional sewer system</li> <li>All applications must have Self-sustaining infrastructure for sanitation, wastewater treatment, etc) with the clear design intent to connect the local system to or a private Infrastructure System</li> </ul>
Zone 0 <sub>6-018</sub>	Proposed Medium Density Residential	Principal Use; Medium Density Residential Development type: mixed use development, single family dwelling units, multiple family dwellings, <ul style="list-style-type: none"> <li>bungalows,</li> <li>duplexes,</li> <li>row housing,</li> <li>Maisonettes,</li> <li>flats</li> </ul>	<ul style="list-style-type: none"> <li>Plot coverage: 50%</li> <li>Plot ratio: 100%</li> <li>Minimum Setbacks               <ul style="list-style-type: none"> <li>Front: 3m</li> <li>Sides: 1.5m</li> <li>Rear: 1.5m</li> <li>Skyline: 6m high</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Minimum land size: 0.1 Ha</li> <li>Maximum height: two storeys</li> <li>Building line: minimum of 3m from road reserve</li> <li>10% land surrender for large subdivision schemes, and not for individual</li> </ul>	<ul style="list-style-type: none"> <li>Promote mixed use development</li> <li>Promote compact, high-rise residential developments</li> <li>Discourage land subdivision to uneconomical land sizes</li> <li>Encourage storage of rain water</li> <li>Promote small scale business enterprises</li> </ul>

Zone Code	Location	Permitted Use	Standards	Regulations	Remarks
				parcels seeking for development permission • 10% tree cover: • Allow rain water harvesting • Car parking: 2 parking spaces each 3m by 2m	• Promote provision of infrastructure services • All applications must have Self-sustaining infrastructure for sanitation, wastewater treatment, etc) with the clear design intent to connect the local system to or a private Infrastructure System
Zone 0 <sub>19</sub> - 0 <sub>24</sub>	Proposed High Density Residential	Principal Use; High Density Residential Development Type: mixed use development, single family dwelling units, multiple family dwellings, ▪ row housing, ▪ Maisonettes, ▪ flats	• Plot coverage: 65% • Plot ratio: 100% • Minimum Setbacks - Front: 3m - Sides: 1.5m - Rear: 1.5m - Skyline: 6m high	• Minimum land size: 0.05 Ha • Maximum height: three storeys • Building line: minimum of 3m from road reserve • 10% land surrender for large subdivision schemes, and not for individual parcels seeking for development permission. • Allow rain water harvesting • 1 Parking Space per 1-bedroom dwelling Unit • 1 Parking Space per 2-bedroom dwelling Unit • 1.5 parking Space per 3-	• Promote mixed use development • Promote compact, high-rise residential developments • Discourage land subdivision to uneconomical land sizes • Encourage storage of rain water • Promote small scale business enterprises • Promote provision of a convectional sewer system • Promote provision infrastructure services • All applications must have Self-sustaining infrastructure for sanitation, wastewater treatment, etc) with the clear design intent to connect the local

Zone Code	Location	Permitted Use	Standards	Regulations	Remarks
				bedroom dwelling Unit	system to or a private Infrastructure System
Zone 4 <sub>1-4</sub> <sub>17</sub>	Public Purpose	Principal Use; Public Purpose Development type: Kenya Rural Road offices	<ul style="list-style-type: none"> <li>Plot coverage: 75%</li> <li>Plot ratio: 100%</li> <li>Minimum Setbacks <ul style="list-style-type: none"> <li>Front: 3m</li> <li>Sides: 1.5m</li> <li>Rear: 1.5m</li> <li>Skyline: 9m high</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>land size: 4 Ha</li> <li>Car parking: 2 parking spaces each 3m by 2m</li> </ul>	<ul style="list-style-type: none"> <li>Promote provision of security services</li> </ul>
Zone 3 <sub>1-3</sub> <sub>8</sub>	Recreational Use	Principal Use; Recreational Development type: <ul style="list-style-type: none"> <li>Botanical gardens</li> <li>Arboretum</li> <li>parks</li> </ul>	<ul style="list-style-type: none"> <li>90% tree cover</li> </ul>	<ul style="list-style-type: none"> <li>Do not allow building developments</li> </ul>	<ul style="list-style-type: none"> <li>Promote conservation of environment</li> </ul>
Zone 1 <sub>1.1</sub> <sub>2</sub>	Proposed Light Industry and Macadamia Industry	Principal Use Industrial Development type: Light industries <ul style="list-style-type: none"> <li>Jua kali</li> <li>artefacts</li> <li>Fast foods processing</li> </ul>	<ul style="list-style-type: none"> <li>Plot coverage: 75%</li> <li>Plot ratio: 100%</li> <li>Minimum Setbacks <ul style="list-style-type: none"> <li>Front: 3m</li> <li>Sides: 1.5m</li> <li>Rear: 1.5m</li> <li>Skyline: 9m height</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Minimum land size: 0.045 Ha</li> <li>Well defined buffer zone from the residential area.</li> <li>Maximum Height: 4 storey building with minimum portions of 10 by 12 feet</li> </ul>	<ul style="list-style-type: none"> <li>Promote proper relations to residential, commercial and recreational areas</li> <li>Promote exercise of controls so as to protect surrounding areas</li> <li>Promote economic growth</li> <li>Create employment</li> <li>Promote accessibility to labour, communication routes, and ample supplies of power</li> </ul>
Zone 2 <sub>1-2</sub> <sub>23</sub>	Education	Principle Land Use: Education	<ul style="list-style-type: none"> <li>Plot coverage: 50%</li> </ul>	<ul style="list-style-type: none"> <li>For Low-income housing,</li> </ul>	<ul style="list-style-type: none"> <li>Provide education facilities</li> </ul>

Zone Code	Location	Permitted Use	Standards	Regulations	Remarks
		Development type: Primary School	<ul style="list-style-type: none"> <li>Plot ratio: 1:3</li> </ul>	<ul style="list-style-type: none"> <li>school should be within walking distance of 300-500 meters.</li> <li>population ration of 1:8000 in urban areas</li> <li>Land Area 3.25ha</li> </ul>	<ul style="list-style-type: none"> <li>Promote local research innovation</li> <li>Promote sports and talent development</li> </ul>
Zone 6 <sub>1-6</sub> <sub>6</sub>	Sewer Treatment, KPLC Headquarters Posta & Telephone House Cemetery (Muslim property) River Mathioya	Principle Land Use: Public Utility Development Type: infrastructure and utilities services <ul style="list-style-type: none"> <li>Water supply</li> <li>Sewer reticulation</li> <li>Solid waste management</li> <li>Drainage systems</li> </ul>	-	<ul style="list-style-type: none"> <li>The land requirement for Buffer zones for sewerred areas is 75 m<sup>2</sup> whereas for unsewerred areas are 110 m<sup>2</sup>.</li> <li>Minimum Land size 2ha</li> <li>Way leave 10-60m for the KPLC lines</li> </ul>	<ul style="list-style-type: none"> <li>Promote infrastructure services and utilities provision</li> <li>Promote proper liquid and solid management</li> </ul>
Zone 7 <sub>1-7</sub> <sub>4</sub>	Railway Transport , Matatus terminus	Principal Use; Transport Development Type: Old Railway line	-	<ul style="list-style-type: none"> <li>Way leave 60m</li> </ul>	<ul style="list-style-type: none"> <li>Improve lifestyle of the travellers</li> <li>Improve transportation within the town</li> </ul>

### **3.1.3. Land and Land Uses**

The Spatial Framework purpose to augment the use of land through proper land use zoning. It optimally allocates activities in cognizance of land capabilities and potentials, and further taking necessary steps to protect and conserve the environment. The framework categorize land into land-based needs including prime-agriculture areas, potentials of the semi-arid low-lying areas, accommodating increasing urban population as well as provision for future infrastructure utilities. The classification of land use include: residential, industrial, educational, recreational, public purpose, commercial, public utility, transportation, deferred land, and agricultural.

The most predominant land use is agriculture, representing 58% of the total area this is followed by residential use at 12.6%. Undeveloped land is 5.6% of the total land area. Other major land uses include transportation (8.2%) and educational use (3%). The residential land use is concentrated adjacent to the commercial core that occupies only 2.2% of the total land area. Map 5.2 shows a detailed existing land use map for the town. The average farm size under large-scale holdings is 6.4 ha (Murang'a CIDP, 2018). However, there has been rapid subdivision of agricultural land mostly in the urban areas. The average land holdings in the urban areas are up to ten times smaller than the average land holding in the rural areas.

The entire Municipality is suited to diverse livelihoods with capabilities varied across the area (Figure 3.1). The highest areas in the western parts are drained by several rivers and also form rain catchment areas. The geology consists of rich volcanic rocks generally fertile and highly suited for growing tea. This region falls under the agro-ecological zone two and three located within the lowlands east of Aberdares and are generally suitable for both coffee and dairy farming. The flatter low-lying areas to the eastern is characterized by arid and semi-arid conditions and suitable for coffee and pineapple plantations.



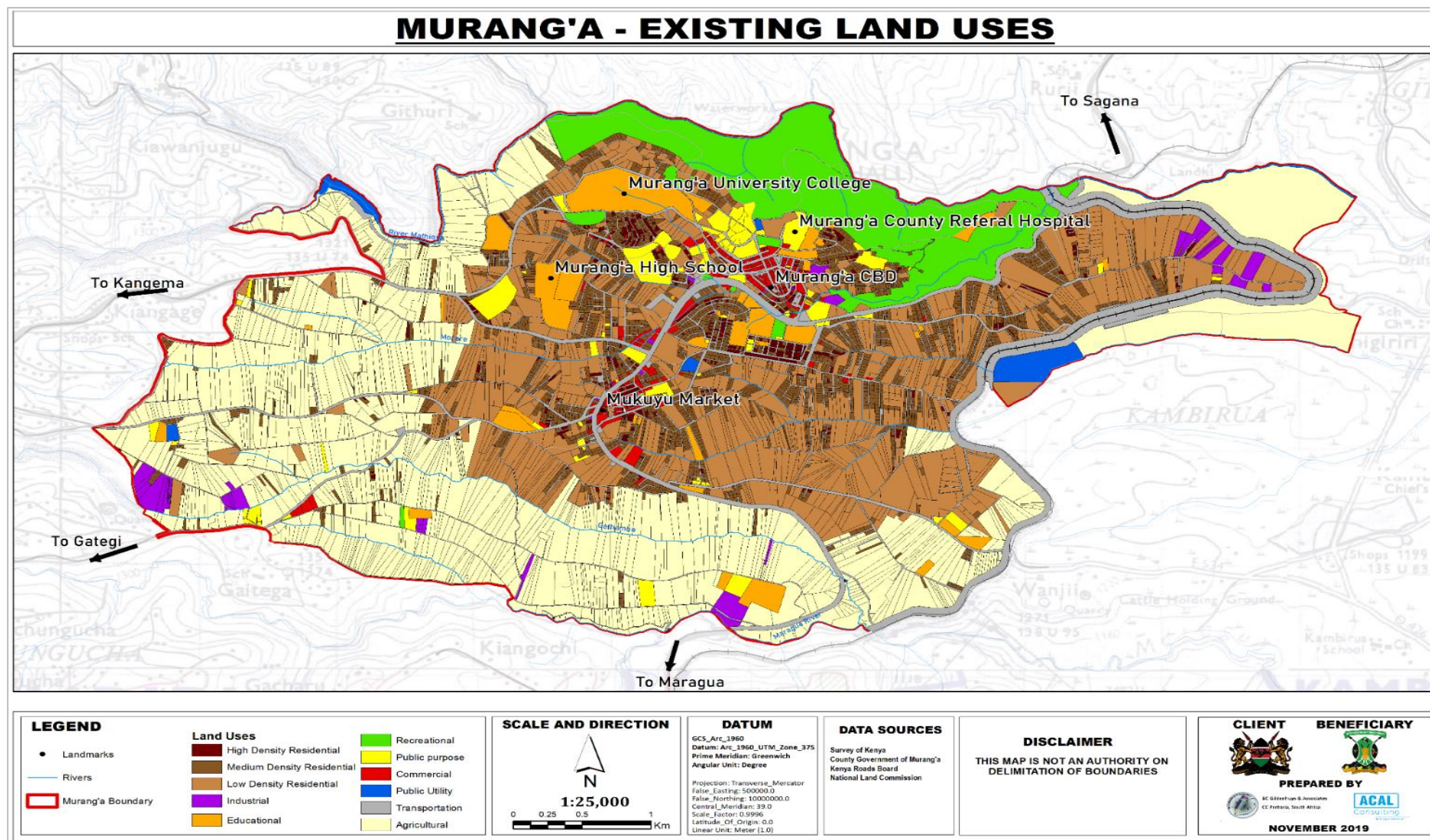


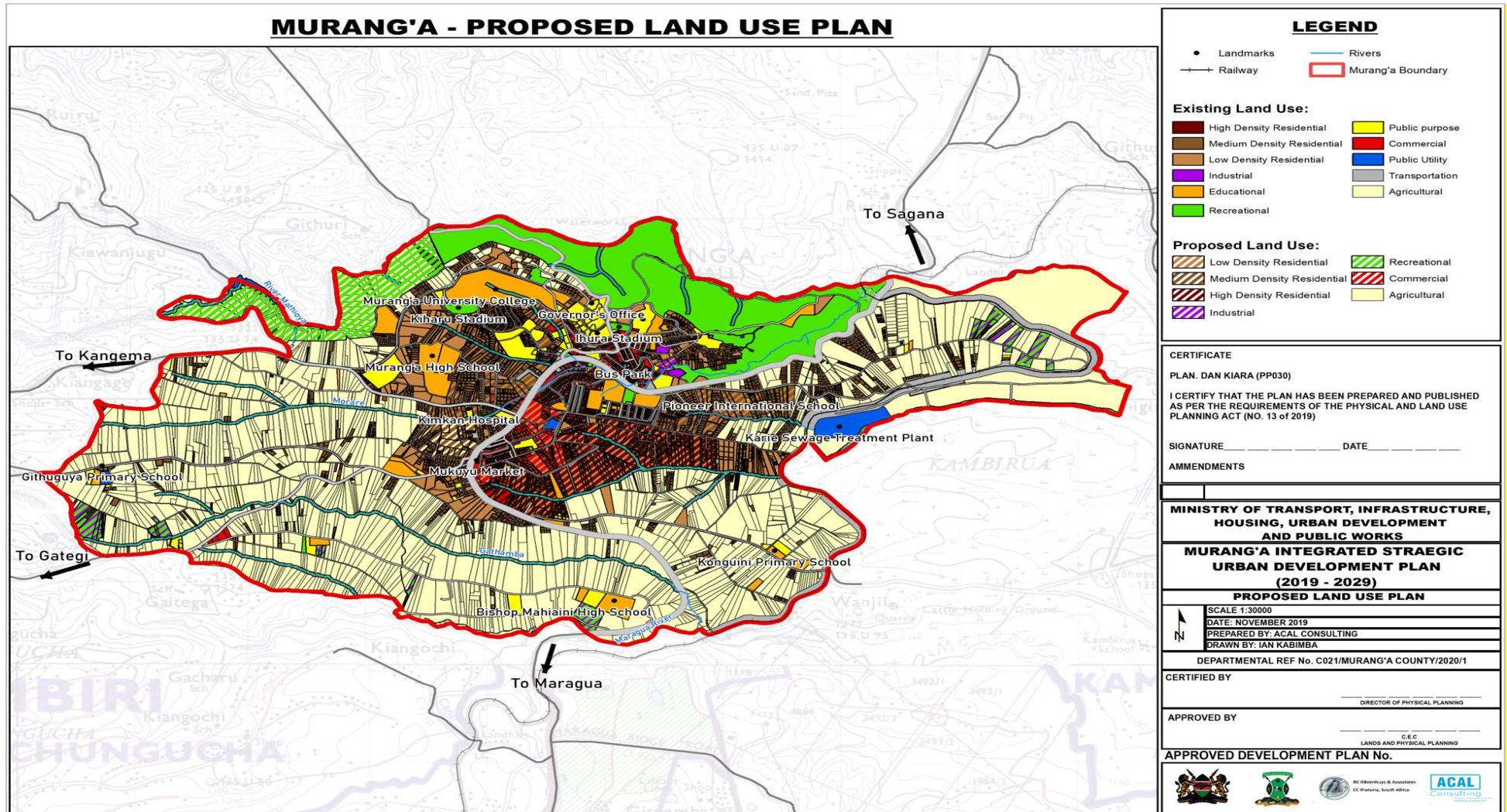
Figure 3.1: Municipality land uses



The structure plan which is the broad spatial policy framework for addressing the immediate and future needs of Murang'a will only be realized if the right tools and instruments are put in place. These tools will be in the form of broad land use guidelines which will classify the zone and dictate the permissible land uses that are compatible, conditional land uses and the restricted land uses. This instrument is key towards ensuring an orderly city that has a philosophy and a character.

The structure plan is almost micro and the acknowledgement that development should align to it requires analysis of the infrastructure needs, services based on population, mixed use at acceptable levels to enhance urban sustainability and balanced growth. Parking requirements both in the CBD and the residential neighbourhood is a clear management policy that must be put in place to assist development control authority enforce compliance for the greater good of Murang'a County. The proposed structure plan presents the desired spatial framework for Murang'a for the next decade (Map 3.2).

Map 3.2: Proposed Land Uses



#### **3.1.4. Human Settlements**

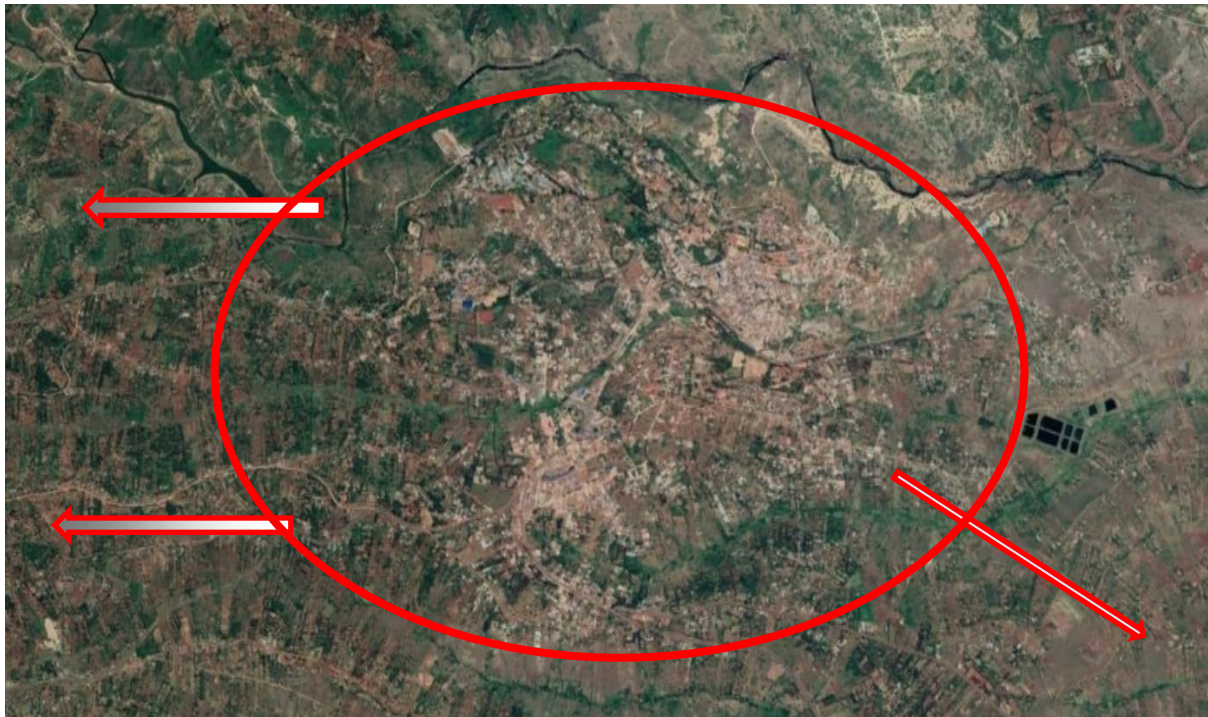
The Kenya Vision 2030 anticipates that more than half of our nation's population is likely to be residing in urban areas following the current population trends. Thus, there is need to plan for decent and high-quality urban livelihoods for the population. Ideally, human settlements perform the following functions:

- a) **Service Function:** Facilitate the provision of schools, health services, public utilities, public transport, commercial banks, co-operatives, administration among other important services. These services not only serve the people in the towns but also those in the surrounding areas.
- b) **Economic Function:** Provide employment opportunities, market for the local produce, which stimulates the conversion from subsistence to a cash economy. It also creates material advancement in both rural and urban centers through production of manufactured goods.
- c) **Residential Function:** Provide a residential function for people working in non-agricultural employment.

##### **3.1.4.1. Urban Physical Growth Potential**

Murang'a being the County headquarters serves both commercial and education functions. However, its physical linear growth is constrained by natural physiographic features. The ridges leading to Mathioya river are too steep hugely limiting the growth northwards. The terrain is heavily dissected even within the CBD making developments follow transportation corridors that follow ridges. The growth of the town is thus south easterly due to the topography to the north (Figure 3.2.)





**Figure 3.2: Physical growth directions for Murang'a Town**

**Source: Google Earth Imagery, 2019**

The development fuses around the town centre and along the C71 road. Observations indicate a linear model development along the main highway. The linear expansion is catalytic for urban sprawl increasing the cost of infrastructure provision. It is therefore important to put measures for effective densification.

#### **3.1.4.2. Human Settlement Policy**

The Human Settlement Policy emanated from the detailed Human Settlement Strategy of 1978. This strategy is an overall framework for the management of urban growth and location of Physical Development in the urban and rural areas of Kenya so as to develop “a coherent system of human settlement.” Five strategies were outlined to achieve the above:

- a) The development of service centres;
- b) The development of growth centres;
- c) The development of an integrated transportation and communication system;
- d) Rural development; and

- e) The development of appropriate standards for urban infrastructure

The main objectives of the above strategies are:

- a) To continue to promote the maximum development of the rural areas to improve living standards for the majority of the people;
- b) To establish a more even geographical spread of urban physical infrastructure to promote more balanced economic growth throughout the nation as well as a more equitable standard of social services between different areas;
- c) To encourage the expansion of several large towns in addition to Nairobi and Mombasa in order to promote regional growth, thereby providing more alternatives for the absorption of the migrant population and the problems arising from excessive concentration in these towns;
- d) To continue to develop a complementary network of communication so as to improve accessibility between centres of economic and social development;
- e) To adopt standards for urban infrastructure which more closely relate to what can be afforded by the country as a whole; and
- f) To continue improving the planning machinery and co-ordination between developmental agencies, which are responsible for planning, decision making, financing, implementing and administering a wide variety of services.

## **3.2. Infrastructure, Services and Systems**

### **3.2.1. Waste Management and Sanitation**

Effective waste management reduces the consumption of natural resources and lowers the ultimate needs for waste disposal. Lack of a proper sewer and drainage system is posing a threat to the water resources as domestic, agricultural and industrial waste is released into the rivers and streams.

### 3.2.1.1. Garbage Management

The Murang'a Municipality has developed a solid waste management plan in light of the solid waste management challenges that existed in the area. The challenges included rampant and uncontrolled dumping due to poor public awareness on waste management alternatives, a dumpsite that relies on burning, lack of waste segregation and the increasing cost of waste management. The by-products of solid waste deposited in the dump site have adverse effects on the surrounding environment and humans living in the neighbourhoods. Given empirical evidence of the impact, it is imperative that without protection technologies, the open dumping both an environmental and public health risk

Murang'a town generates waste varieties that include hazardous materials, domestic waste, agricultural waste, papers, hospital waste, dead animals, glasses, plastics. Most of the waste is generated at household, marketplaces, town dwellings, institutions and industrial zones. It's estimated that about 96 tonnes of waste are produced daily of which only about 60 tonnes are collected and disposed. Most of the town and domestic waste generated is disposed of at Karii dump site (Picture 3.1). Biomedical waste is largely disposed through incineration and rudimentary kilns.

**Picture 3.1.: Karii Dump Site**



Karii is located next to Murang'a wastewater treatment ponds. The waste disposal operation is characterized by an overland waste dumping subject to continuous burning. According to the NaMSIP Mitubiri baseline study, the Karii dumpsite serves the following catchment area: Murang'a, Kahuro, Maragua, Kigumo, Kangema and Kangari. With waste being transported as far as 47 km to the dumpsite.

The Murang'a municipality waste management plan identifies several challenges with waste management as follows:

- a) Lack of availability, siting and management of community level waste management zones.
  - b) Funding; the appropriated allocations for Municipality waste management programme is insignificant compared to the actual requirement.
  - c) There is lack of waste segregation at source leading to mixed wastes which are collectively disposed of in the dumpsites. Even where sorting is done source, the problem is compounded by the lack of bins and chambers which again make all garbage mixed during transportation.
  - d) Inadequate proper solid waste management facilities within the CBD. Apart from the open chambers some of which have been demolished, there is very limited waste management facilities.
- 1) The current temporary storage infrastructure (waste chambers) is prone to environmental problems as the waste spills over and as such negatively impacts the quality of the runoff

In order to address the waste management challenges, the Municipality will implement the following waste management objectives in the medium term 2023-2027

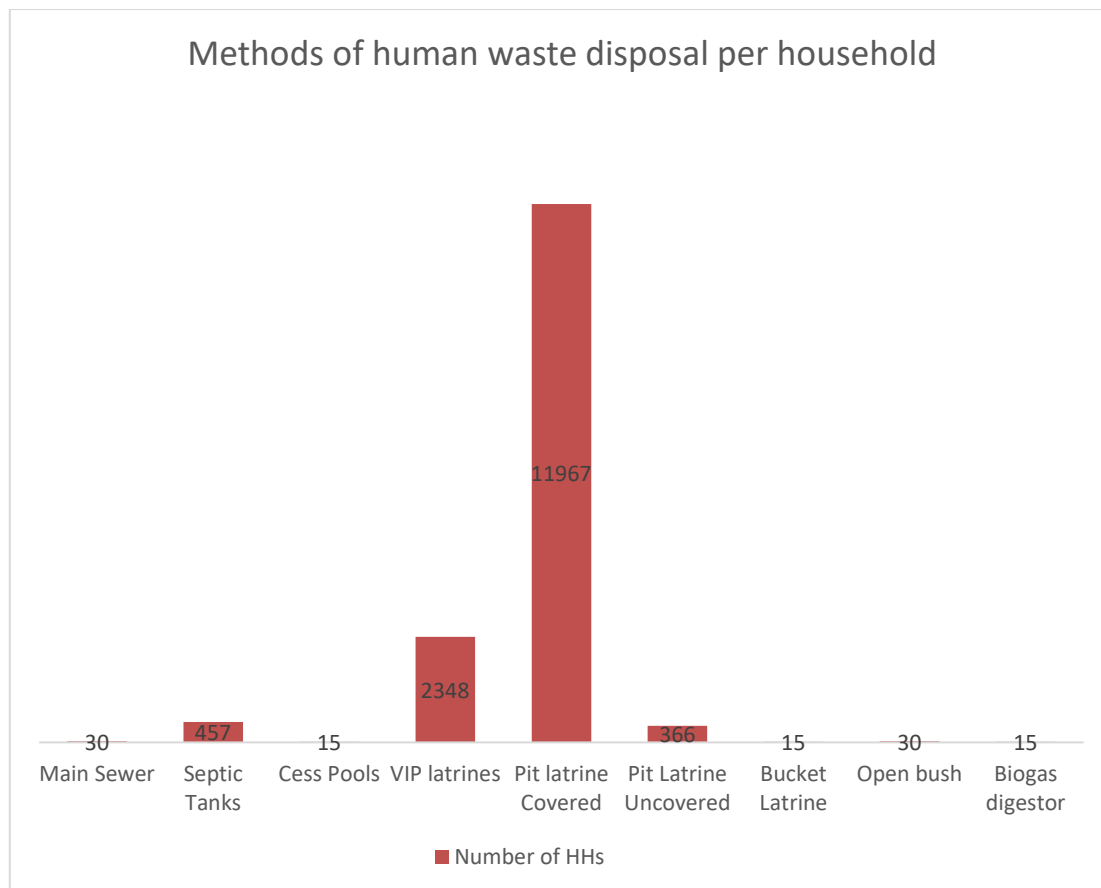
- a) Fully implement the Municipality waste management policy
- b) Establish proper waste transportation system
- c) Rehabilitate/improve the Karii dumpsite to a Transfer Station as identified in the integrated waste management plan for transfer to Mitubiri.
- d) Encourage waste separation at source, reduce, recycling, and re-use

- e) Privatize waste collection in order to increase waste collection coverage and frequency.
- f) Enhance capacity of waste management department to improve waste collection systems, supplying it with appropriate easy to service equipment and recruiting requisite qualified personnel.
- g) Install street bins in appropriate locations in town.
- h) Encourage Public Private Partnership in solid waste management. Specifically using registered youth groups for waste collection within the town.
- i) Designate neighborhoods solid waste transfer stations.
- j) Involve public in clean-up activities as an effective way in solid waste management.
- k) Identify and designate land for waste drop-off within the Municipality satellite towns
- l) Designate waste collection sites within the Municipality and within the satellite towns
- m) Promote waste collection by registered neighborhood associations within the Municipality with youth associations given prominence

### **3.2.1.2. Liquid and Human Waste Management**

According to the KNBS data, the main means of human waste disposal in Murang'a County is pit latrines standing at 78.5% of the households in Murang'a town making these a total of 11,967 households as shown in figure 3.3. The use of sewer remains low at less than 1% of the households accounting for only 30 houses. This is despite the town having access to a sewer system. The chart below indicates the main means of human waste disposal.





**Figure 3.3: Methods of human waste disposal**

**Source: KNBS`1, 2019**

Murang'a is connected by trunk sewer system under the management of Murang'a Water and Sewer Company. It is mandated to serve an area of 145 km<sup>2</sup> from 350 km<sup>2</sup> after Maragua reverted to Murang'a South Water and Sanitation Company. Karii Sewerage Treatment Plant is used for treatment of sewerage and shown in Picture 3.2. below. The sewer management company boasts of 4,997<sup>1</sup> connections. This remains at below 15% coverage and is limited to a small area. There is room to expand the sewer connection to places like St. Mary's, Kandundu, Kongoini among others. The population not connected use septic tanks and pit latrines. The treatment plant capacity and land availability is adequate to serve the town with increased capacity.

**Picture 3.2.: Murang'a water treatment plant**



**Source: Field Survey 2019**

In order to address the liquid waste issues, the Municipality will during the medium term 2023-2027:

- a) Construct/maintain storm water drains along all roads within the Municipality.
- b) Partner with MUWASCO to develop and extend the sewer reticulation to cover the entire Municipality.
- c) Advocate for and enforce fencing of the shallow wells to protect them from pollution.

### **3.2.2. Storm Water Drainage**

Storm water is managed through civil drains and open drainage system. The terrain of the town helps in drainage as the town slopes towards the rivers. Most of the roads especially within the CBD have sub-standard storm water drainage systems. One of the key problems leading to poor drainage in the town is caused by poor solid waste management. Refuse is swept from the CBD and blocks the drains on the road thereby

causing flooding on the road. There is need therefore to provide storm water drainage along the roads as well as ensure efficient collection of waste to minimize incidences of blocking of drains. Maintenance of drains should be carried out regularly.

### 3.3. Natural Resources

#### 3.3.1. Water Resources Endowment

As envisaged in the National Water Policy 1999, the Municipality seeks to meet specific water policy objectives covering four basic areas: water resources management; water supply and sewerage development; institutional arrangement; and financing of water sector:

- a) Preserve, conserve and protect available water resources and allocate it in a sustainable, rational and economical way.
- b) Supply water of good quality and in quantities that are sufficient to meet the various water needs including poverty alleviation, while ensuring safe disposal of wastewater and environmental protection.
- c) Establish an efficient and effective institutional framework to achieve systematic development and management of the water sector.
- d) Develop a sound and sustainable financing system for effective water resources

The County is located within the Tana Catchment Area (TCA) with the available water resources consisting of the surface water runoff and sustainable yield of groundwater. The estimated ground water yield for the years 2010 and 2030 as per the National Water Master Plan are 6,533 and 7,828 respectively as shown in Table 3.2:

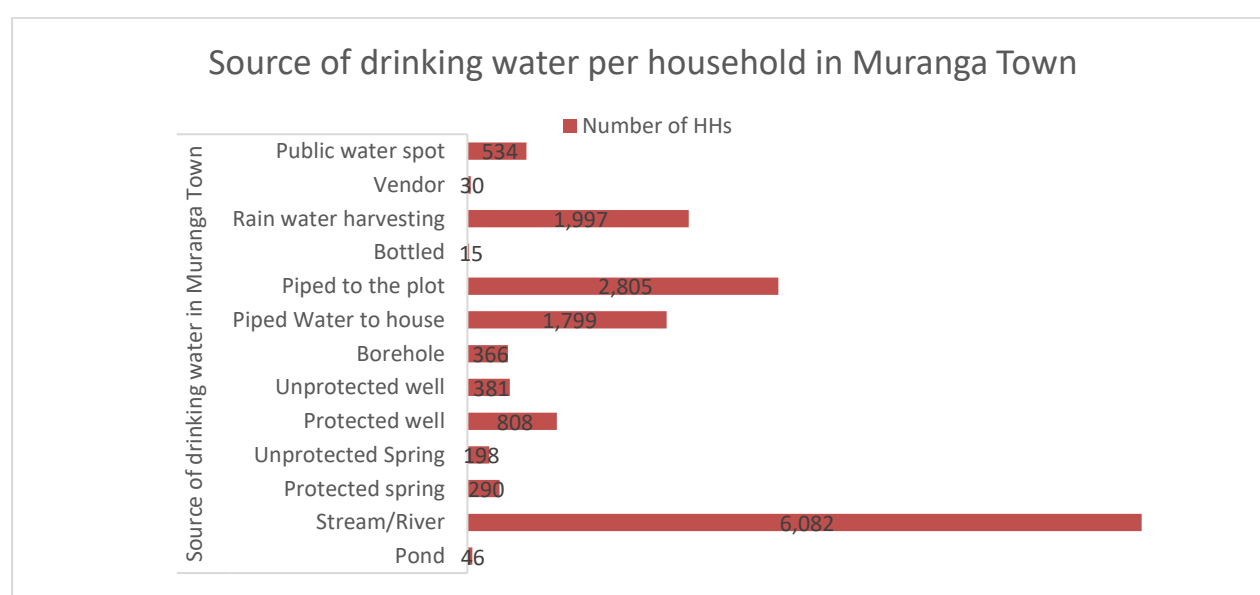
**Table 3.2: Estimated County Ground Water Yield**

Year	Surface Water	Ground Water	Total
2010	5,858	675	6,533
2030	7,262	567	7,828
Percentage of 2010 Values	124%	84%	120%

The sustainable yield of groundwater was derived as 10% of the groundwater recharge in the catchment area excluding river courses and riparian areas with a width

of 1 km, where groundwater abstraction will need to be restricted. It shows that the 2030 surface water runoff will increase to 124% of 2010 runoff, while the 2030 sustainable yield of groundwater will decrease to 84% of 2010 yield, both due to climate change impacts, resulting in an increase of 2030 available water resources to 120% of 2010 resources. Water demand projection indicate that present water demands (2010) are estimated to be 14% of the available water resources, the water demands for 2030 are expected to increase drastically up to 105% of the available water resources in 2030. The ratio of 105% of water demand to water resources, which is called a water stress ratio, indicates severe situation in the water balance compared with the ratio of 40% regarded to indicate severe water stress.

As shown in Figure 3.4., streams and rivers are the largest source of domestic water for Murang'a households with a combined 39.9%. This constitutes a total of 6,082 households. The second most populous source of domestic water is piped water either to the house or the plot at 11.8% and 18.4 % of the total HHs and supplies respectively. These two sources constitute a total of 1,799 and 2,805 households respectively. Other sources include: rain water harvesting, protected and unprotected springs, ponds, boreholes, water vendors, public water spots and bottled water.



**Figure 3.4: Source of domestic water per household in Murang'a Town**

Source: KNBS, 2019

The major rivers from which water is collected are Mathioya River located towards the North and Murang'a River located to the south. The river tributaries including Irati River and Kayahwe River are tapped by Murang'a Water and Sanitation Company (MUWASCO) for the distribution of water at Kiawambeu and Kayahwe water treatment plants. MUWASCO covers a total area of 145 Sq. Kms with an estimated population of about 75,000 people.

The agency extends to the surrounding areas including Embassy, Sagana river, Gwathamaki, Mbombo, Muchungucha, Kiria, and Ndikwe. The water Company has over 15,000 registered connections with 13,000 being active. The main water source is Kiawambeu Water Project with a production capacity of 15000m<sup>3</sup> but currently producing 11000m<sup>3</sup> and Kayahwe which produces 4000 m<sup>3</sup>. The sewerage distribution network is shown Figure 3.5.

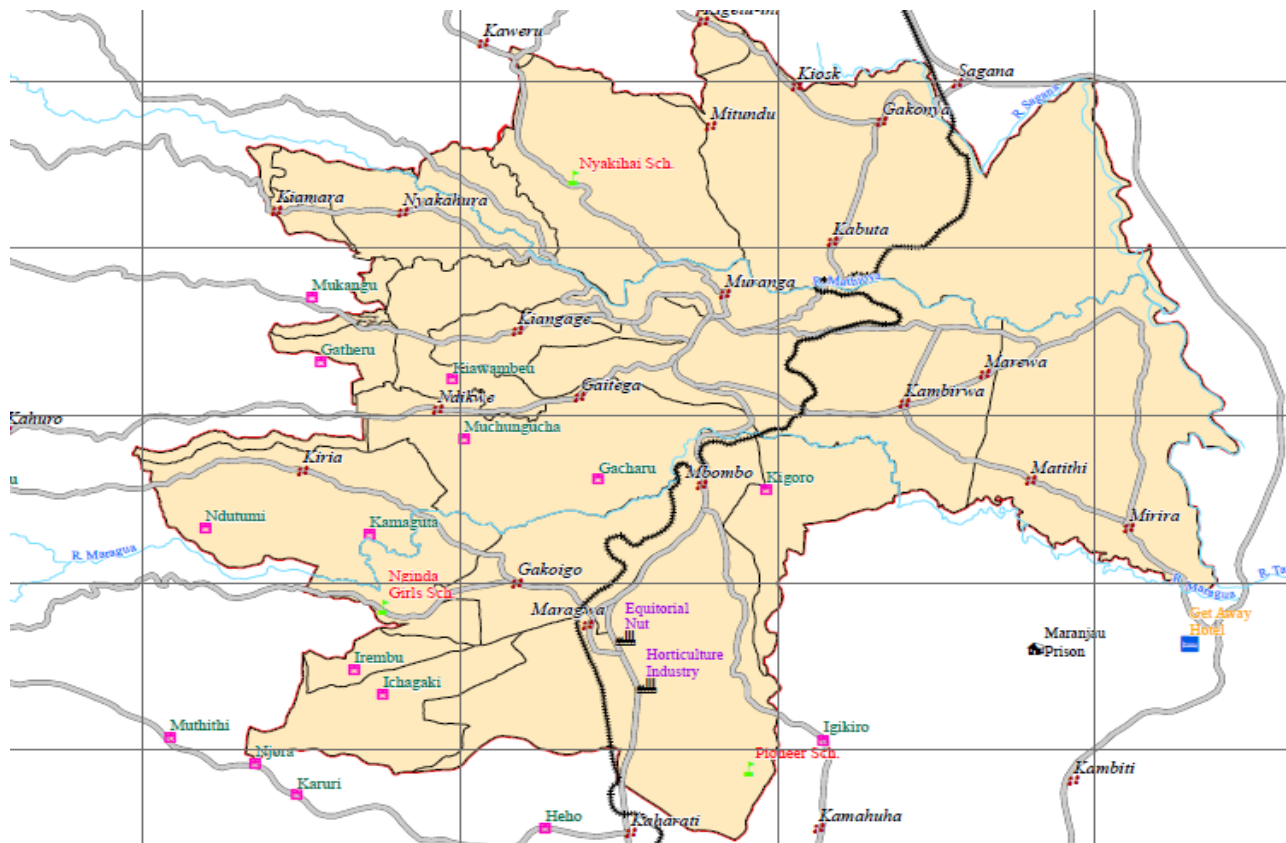


Figure 3.5: MUWASCO Water lines

*Source: MUWASCO, 2020*

### **3.3.2. Mining/Quarrying**

Quarrying provides the main source of building materials especially bricks and building stones for the building and construction industry. There are also sand quarries on the border of Murang'a and Machakos that are a source of income for local residents. However, quarries have been cited as operating without any clear regulatory framework, leading to dangerous operations. Most workers have no protective gear, water or toilets. Work takes place in high vertical cliffs, and risky transport and tunnelling make the sites unsafe.

Several quarries are close to homesteads, schools, roads, rivers, railway lines and shopping centres, and there are complaints of a nuisance and danger posed by uncontrolled and illegal blasting, dust and water ponding in the pits. Quarries encroach onto ecologically sensitive areas and the deposition of waste in some waterways. There is notable land degradation due to inadequate rehabilitation and quarries' after-use plans. Quarries are important sources of employment and economic activities and provide opportunity for growth.

### **3.3.3. Natural and Agro-forestry**

The county has five indigenous gazetted forests covering a total area of 254.4 Km<sup>2</sup>. They are: *Gatare*, *Karua*, *Kimakia*, *Kiambicho* and *Wanjerere* forests. These forests are divided into two zones; the tropical *montane* forest zone located along the Aberdare ranges and the semi-arid forest zone located in the lower parts of the county. However, there are 204,557 farm forests which are privately owned plantations.

The main forest product in the county include: timber (approximated at over 64 million running feet per annum), firewood (over 500,000 stacks) and seedling production of over 63 million per year. Other minor forest products include grass, bamboo sticks, medicinal herbs, honey and charcoal. The forests are also the major sources of various rivers namely Maragua, Mathioya North, Mathioya South, Kiama

and Thika rivers. Agro-forestry involves tree farming with crops and/or pasture and entails the planting of trees that do not compete with crops. The county has 270,879 acres under farm forestry in 204,557 farms. There are 282,774 people involved in farm forestry with an average of 40 trees per farm.

### **3.3.4. Natural Environment Conservation**

#### **3.3.4.1. A. Rationale of Conservation**

Article 42 of the Constitution of Kenya 2010 is emphatic on the right to a clean and healthy environment. This includes the right to have the environment protected for the benefit of present and future generations. As a contributing share to the international, national and County agenda on clean, secure and sustainable environment by the year 2030, specific strategies will be implemented to protect and conserve the environment. These will include tree planting along riparian lands, robust strategies to reduce pollution and waste management, as well as efficiency in water and sanitation provision. The natural open space strategy deals with the designation, protection and management of biodiversity and important ecosystems. It generally comprises rivers, dams, riparian zones, wetlands, ridges and other environmentally sensitive areas. Sensitive ecological environments must remain free of development.

Through the Murang'a Integrated Strategic Urban Development Plan (ISUDP), environment protection objective aims at safeguarding the functionality of the County's life-supporting ecosystem services and to ensure development around natural open spaces is appropriate and sensitive. Figure 3.6 shows the identified ecologically sensitive areas within the Municipality



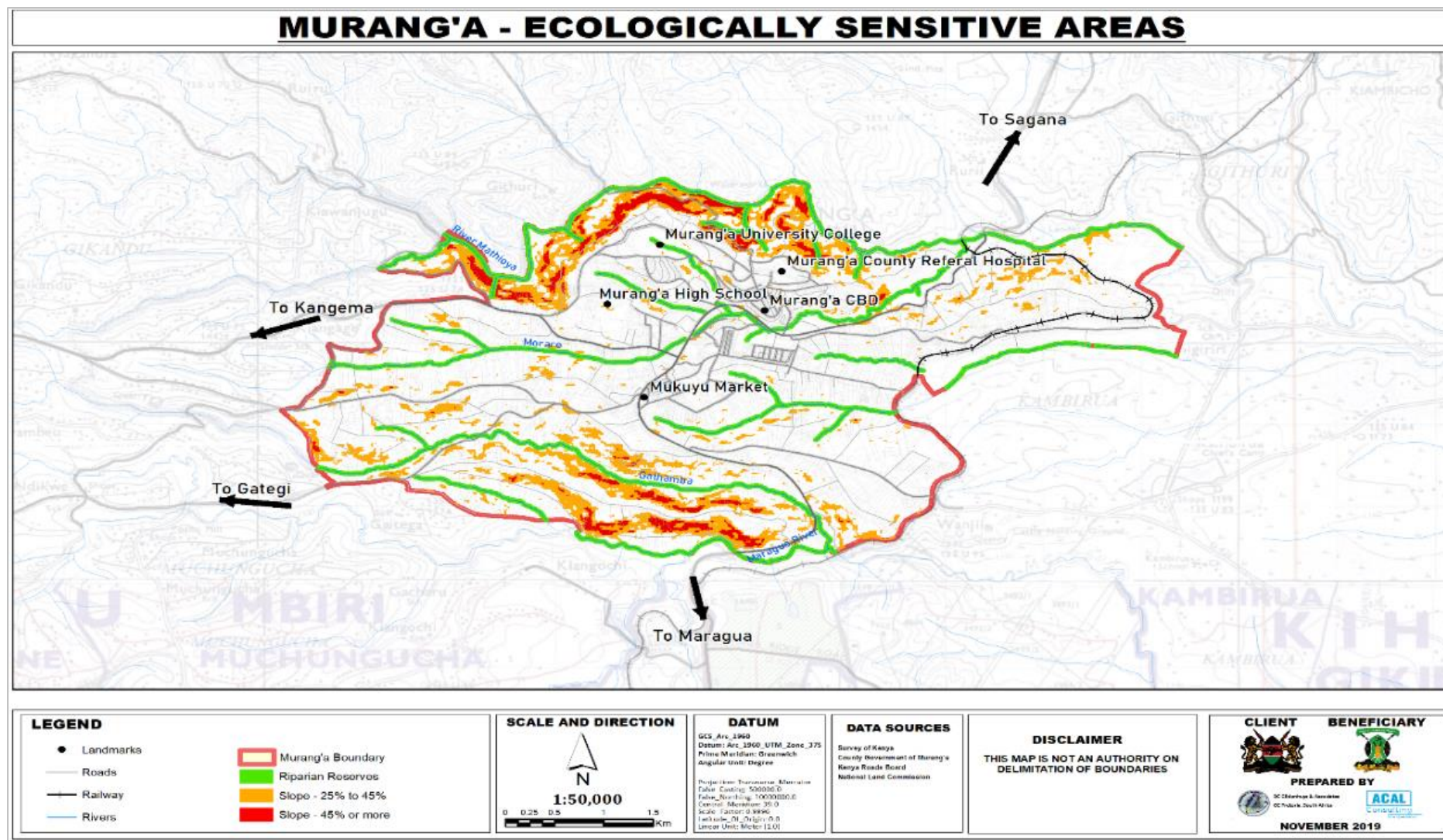


Figure 3.6: Ecologically Sensitive Areas



#### **3.3.4.2. Objectives of the Natural Space System**

The objective of the Municipal natural space system include:

- a) To introduce policies that restrict degradation and promote the preservation of the environment;
- b) To improve water quality in rivers and water courses through the management of solid waste, waste water and industrial effluent;
- c) To prevent illegal dumping in open spaces and rivers; and •
- d) To protect the County's forests within the Municipality jurisdiction.

#### **3.3.4.3. Environment and Natural Resources Policy and Legislation Thrusts**

The Municipality will aim at developing and implementing relevant policies and strategies as well as legislation to help protect and conserve the environment and wise use of natural resources, among others, the Municipality will:

- a) Rehabilitate watercourses and wetlands within the Municipality to restore the ecological integrity
- b) Protect water courses and wetlands within the Municipality from pollution resulting from development through creation of open space buffers.
- c) Rehabilitate degraded areas in order to ensure optimum functioning of ecosystem services.
- d) Regulate mining and quarrying activities permitted within sensitive natural areas, high potential agricultural areas or near areas of high tourism.

### **3.4. Opportunities for Tourism development**

Several tourism destinations are found within the Municipality. These include Mukurwe wa Nyagathanga, the cultural homestead of the Agikuyu community; Tuthu Catholic church mausoleum, which houses Paramount Chief Karuri wa Gakure's mausoleum; Karia ka Mbari ya Ngware, a sacred cultural heritage site where elders conduct prayers and other tradition and has a rich history on the origin of the Agikuyu.

Mathioya river has one of the hardest rafting courses in Kenya offering amazing opportunities for kayaking and swimming adventures. There are also great destination hotels Cottages and camp sites. The Aberdare ranges, hills, and valleys offer great potential for tourism. In addition, there are various water falls that not only provide opportunities for hydro power generation but also tourism opportunities. Picture 3.3. shows a water within the Municipality which is one of the great opportunities for tourism:

**Picture 3.3.: Water fall – Tourism Attraction Site within the Municipality**



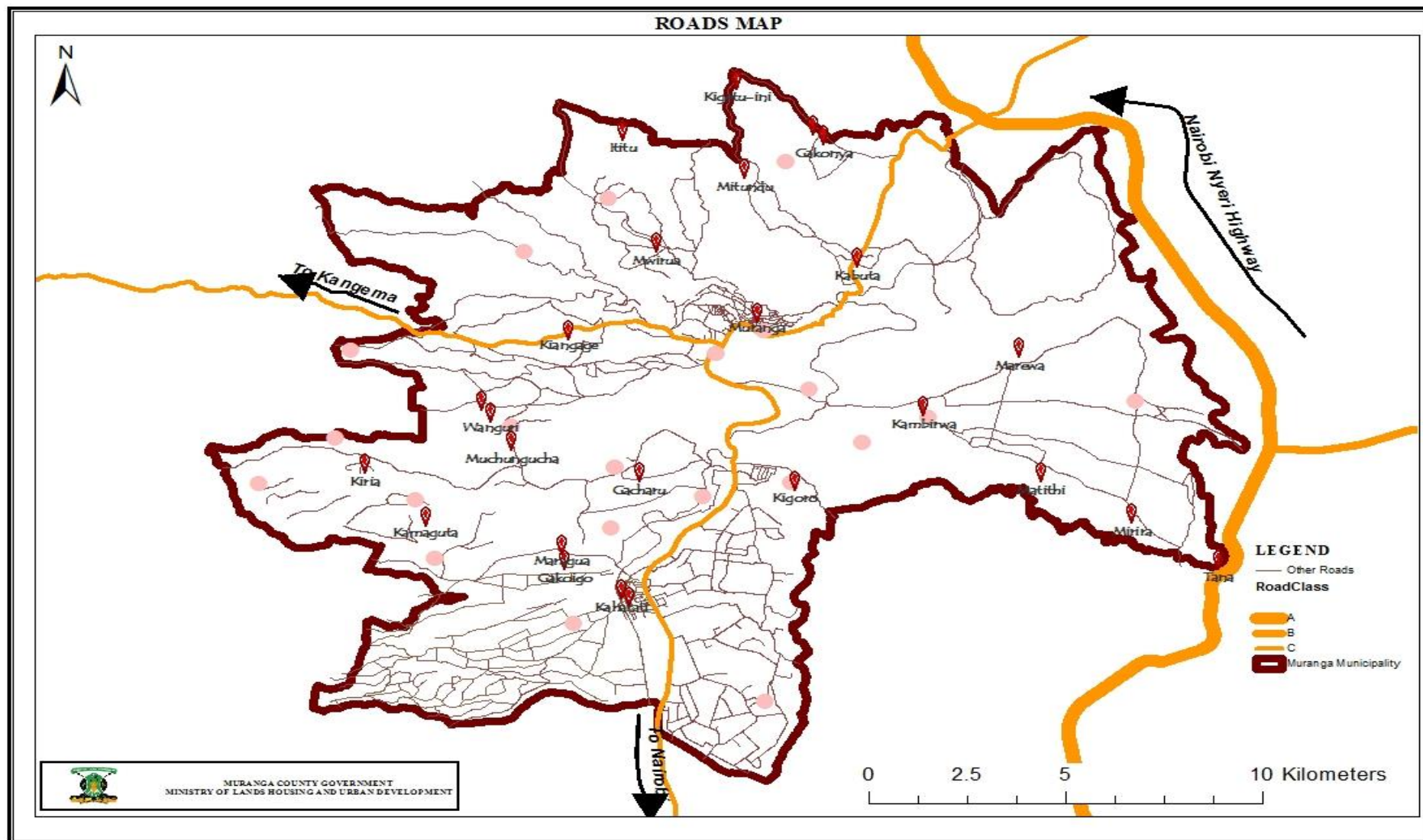
6The main wildlife in the County are elephants found in Aberdares forest which forms the wildlife habitat. Other wildlife in the county is Columbus monkeys and their related species. Opportunities in Tourism include hospitality industry that include conference tourism, cultural tourism, speed boats as well as eco-tourism.

### **3.5. Transportation, Linkages and Connectivity**

#### **3.5.1. Transportation Connectivity**

Transportation, linkages and connectivity maximizes movements between linked activities. It is premised on safety, comfort, affordability, amenity and environmental effects. It is therefore important to create a functional and efficient regional movement network as the basis for economic development. A key factor of a successful regional economic network is network density, meaning the degree to which different parts of the region are functionally linked. The major county movement corridors and networks are shown in Map 3.3.:

Map 3.3: Transport Connectivity in Murang'a



### 3.5.2. Terminal Facilities

Murang'a has four bus termini; Main Stage bus park, Sagana bus park, Kiria-ini bus park and Mukuyu bus park. These bus parks serve an estimated traffic of 1700 vehicles daily as per the Murang'a Integrated Strategic Urban Development Plan (ISUDP) 2019-2029. The bus parks cater for specific routes but the demand for terminus space far outstrips the spaces available. The demand terminal facilities are set to soar considering the increased migration, trade and administrative services.

Traffic Flow inside the CBD is quite congested due to the large pedestrian traffic boarding and alighting at terminals and stops, disorderly Matatu driver's behaviour, many illegal on street parking. This worsens the limited space in the actual terminus. The increased demand implies that vehicles tend to stop by the streets and road reserve causing a backlog in space as shown in Picture 3.4.

**Picture 3.4.: Backstreet turned into a matatu bus stop**



Source: Murang'a ISUDP, 2019

### 3.5.3. Traffic Management

Trips generation is mainly to work and shopping areas. Murang'a attracts people from the hinterland to the urban areas to access commercial services, farm inputs and transport raw materials to the markets and industries. The design of the road as



utilized currently need improvement to be able to cater for this traffic including those traversing from Nairobi to Nyeri.

#### **3.5.4. Non-Motorized Transport**

Non-Motorized and Intermediate Means of Transport (NMT) include head loading, on bicycles, or through animal transport. NMIMT is an important means of transport both in core-urban and hinterland. NMT is important as it facilitates safe human traffic while accessing places of work, health facilities, education institutions as well as recreation facilities. The NMT within the town needs to be expanded to accommodate the increasing volume of pedestrians and cyclists (boda-boda) and tuktuks. Increase in the number of motorcycle users and frequency of accidents as a more recent development in transport poses the need for planning for non-motorized transport in the town.

#### **3.5.5. Rail Transport**

Murang'a is traversed by part of the railway network from Nairobi to Nanyuki. However, the railway network is underutilized and mostly in poor condition that it cannot be used. The railway station was recently upgraded though underutilized. Railway offers an opportune means of transport and its revitalization, through a broader regional strategy should be contemplated to spur growth. The metropolitan region has contemplated a metropolitan commuter rail system. Its potential to spur growth in the town will be anticipated in this plan.

#### **3.5.6. Development Objectives for Transportation, Linkages and Connectivity**

The following are the development objectives from a movement and connectivity perspective:

- a) To ensure a clear hierarchy of roads and connectivity to all the different parts of the Municipality;
- b) To improve public transport facilities and networks;
- c) To improve the use of rail as a mode of public transport; and
- d) On a local level, to improve and support non-motorized transport.

### **3.6. Municipal Utilities and Amenities**

#### **3.6.1. Fire-fighting and Disaster Management**

Disasters and fire preparedness entail a concrete proactive set of actions that are taken as a precautionary measure in the face of potential disasters. They include physical preparations and trainings for emergency action. Fourth Schedule of the Constitution of Kenya 2010 mandates the County Governments to provide for firefighting and disaster management services to the resident population. Elaborate frameworks and contingency measures are therefore necessary to proactively check on the probability of occurrence and further provide coordinated response to manage the disaster in case of occurrence.

The fire and disaster department have adequate skilled staff coming both from the Municipality and County staff. The department has elaborate equipment infrastructure establishment that include 3 fire-trucks, 3 fire-motor cycles and a set of tools and equipment to effectively respond to and manage any disaster on occurrence. Fire and disaster services at the Municipality are augmented by staff and equipment at Kenol and Kangari fire stations. Picture 3.5. show response team alongside their response equipment

**Picture 3.5.: Fire and Disaster Resources at Murang'a Fire Station**



### **3.6.2. Healthcare Services**

Healthcare services is devolved as per the Fourth Schedule, Part 2, of the Constitution of Kenya, 2010. Part of healthcare is Public Health and Sanitation charged with ensuring that human dwellings within the Municipality is both safe and secure. In order to provide quality services, the Municipality in partnership with the County Government and Ministry of Health have continued to improve Healthcare services within the Municipality through engagement of adequate skilled personnel and continuous training. Healthcare services include management of public hospitals, promotion of primary health care, licensing and control of undertakings that sell food to the public and veterinary services (which excludes regulation of the profession). 4.2.10. Healthcare Facilities

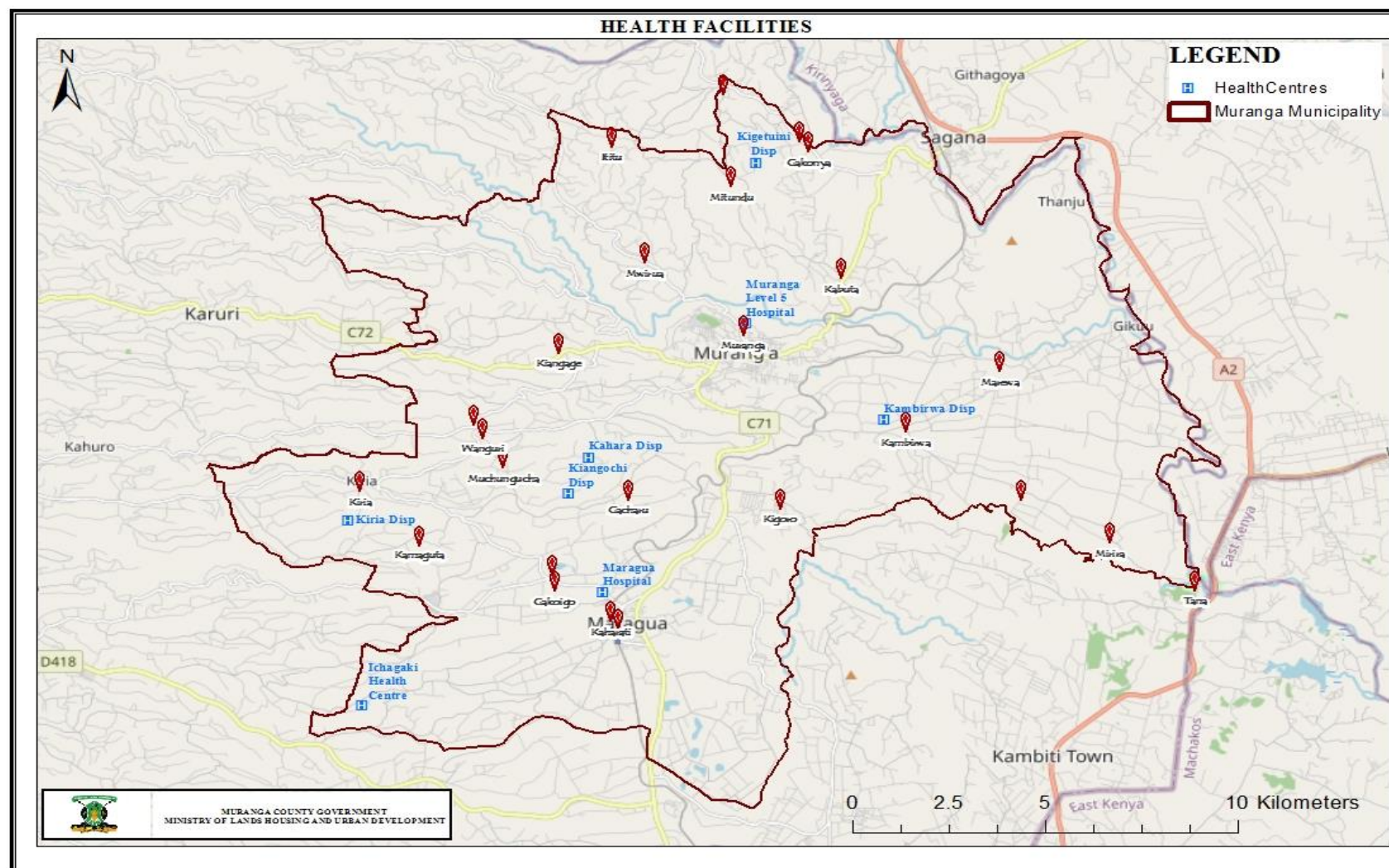
The facilities under the management of the Municipality include dispensaries, private clinics, Health Centres, Nursing Homes and Murang'a Level IV Hospital. The Municipality in partnership with the County Government and Ministry of Health have continued to improve and upgrade healthcare facilities to effectively serve the health needs of the resident population. This has included establishment of specialized health services such as Murang'a Cancer Centre and ICU wards.

The Municipality has 15 health facilities serving a population of more than 120,000. It has one County referral hospital, one sub-county hospital, two private hospitals, 3 public health centres, 8 dispensaries and a number of private and mission clinics. The County is served by more than 100 medical personnel working in government and private health facilities.

Healthcare facilities are distributed as indicated in Map 3.4.:



Map 3.4: Distribution of Healthcare Facilities within the Municipality



Source: Boundary Field Survey, 2021

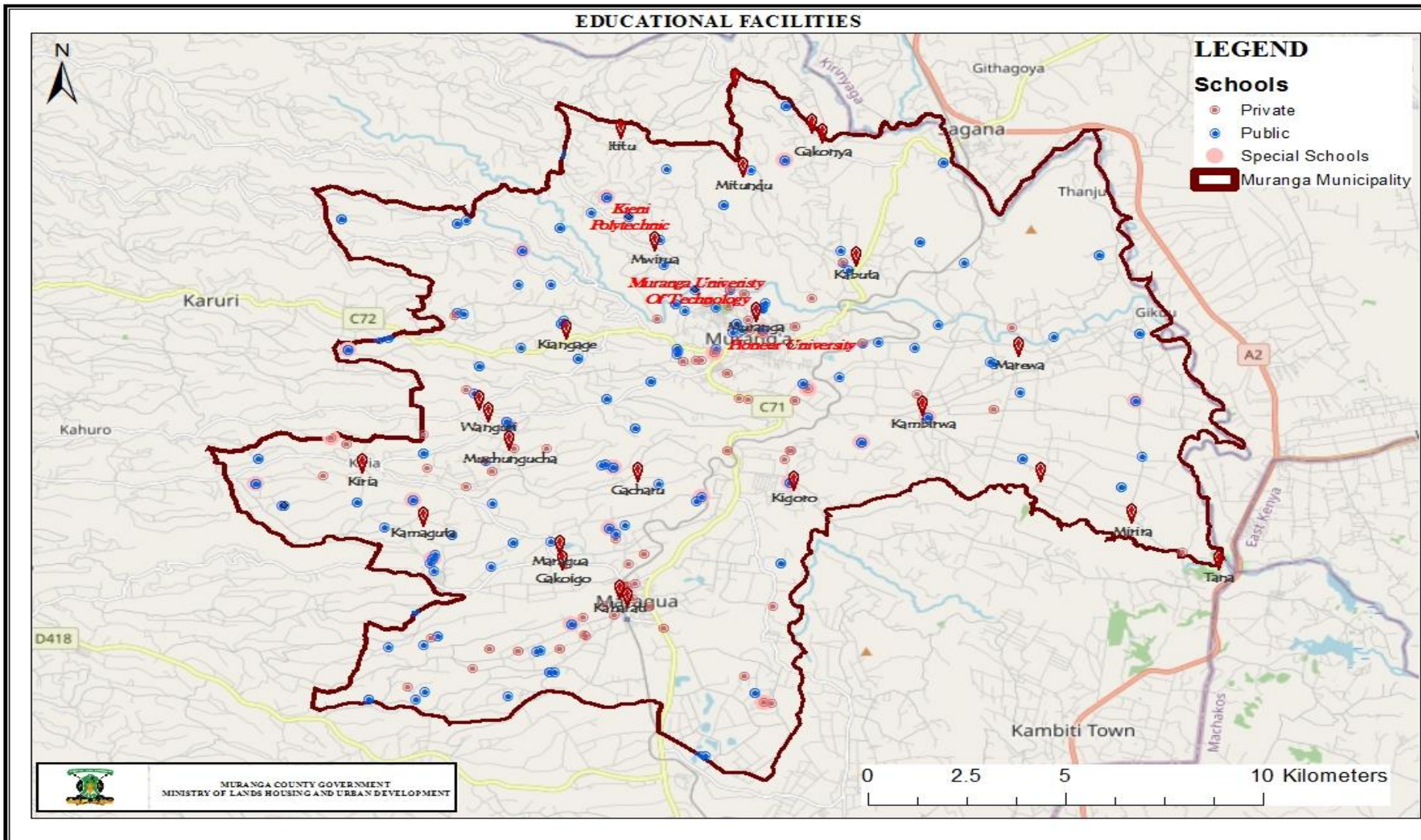
### **3.6.3. Ambulances, Funeral Parlours and Cemeteries**

Facilities within the Municipality have 5 ambulances provided by the County Government and based at the Murang'a County Referral Hospital. The ambulances provide 24-hour services. Referral services are also available from private hospitals within the urban area. As per the Murang'a County Integrated Development Plan (CIDP) 2018-2022, there is one Municipal cemetery and one ACK cemetery at Kandundu. There are three mortuaries: Muriranjias mortuary, Murang'a County mortuary, and Murang'a hospital mortuary. There is however need for enhanced maintenance of the facilities.

### **3.6.4. Education, Skills, Literacy and Infrastructure**

Access to affordable, accessible and high-quality education provision for childcare (pre-school and school age) play a significant role in children's development. It affirmatively influences school-readiness, future educational attainment, economic participation and health. Universal, high-quality education and care, not only benefits the whole population but can particularly benefit children from the most disadvantaged backgrounds. The Municipality has a developed network of 274 education institutions distributed as shown in Map 3.5:

### Map 3.5: Distribution of Education Institutions within the Municipality





Tertiary institutions in the Municipality include 2 Universities (Murang'a University of Technology and Pioneer University which is private). Other tertiary institutions include Maragua Technical Training Institute and Kenya Medical Training College, Murang'a. The 3 youth polytechnics include Kieni, Murang'a School for the Deaf, and Ndutumi. Kisumu Maliwazo Adult Centre has been established to enhance education access to the old persons.

#### **3.6.5. Sports, Culture, Creative Arts and Recreation Facilities**

The municipality hosts the main cultural site in the County, Mukurwe-wa-Nyagathanga which is touted as the cradle for the Gikuyu community. The site is being developed as a tourist attraction centre. There are also sports grounds within the Municipality including Ihura stadium and Gakoigo stadium. The Municipality has 2 Social halls and two recreation parks at Maragua and Murang'a.

#### **3.6.6. Hospitality and Recreation Facilities**

Murang'a Municipality is served by a number of high-end hotels that offer conference facilities, accommodation and recreation services. Major hotels in the Municipality include Golden Palm Riverine, Palmera Gardens, Stanley Harvens, Nokras Mukuyu among others. Ihura and Gakoigo stadia provides venues for both sporting and community cultural activities. The Municipality also has Community Social Halls which are used to host resident functions including arts, culture exhibitions, meetings among other activities.

#### **3.6.7. Control of Drugs, Policing and Enforcement**

The County has established a framework for licensing and regulation of production, sale, distribution, consumption and outdoor advertising of alcoholic drinks. The framework provides for coordinating the establishment, implementation and operations of alcohol treatment and rehabilitation facilities and programmes. The Municipality works in close partnership with security agencies, National Campaign on Drugs and Substance Abuse (NACADA) and other Non- Governmental

Organizations (NGOs) to ensure enforcement of laws concerning prevention of sale and rehabilitation of users of drugs and substances.

The Municipality has 34 licensed bars and alcohol joints. For rehabilitation, the Municipality has rehabilitation centres that include Faith Treatment and Rehabilitation centre at Kongo-ini, St. Martins Riverside Institute at Munguchia and Sgt. Saviour in Kiharu. There are also rescue centres at Roko 20 and Child Welfare Society. There is an ongoing Kaa Sober Programme which assists the addicted people recover and re-invent from substance abuse and mental disorder.

On policing, the municipality hosts Murang'a Main G.K. Prison and Murang'a Women's Prison. There are also police stations, police posts and patrol base under the National Police Service. There are also private security firms which provide customized security services and adds to the general policing. Notable private companies include BM Security Firm, G4S, KK Security Services among others. Figure 3.7. shows Murang'a Rehabilitation Centre within Murang'a town.



**Figure 3.7: Murang'a Rehabilitation Centre**

*Source: Field survey, 2020*

### **3.6.8. Financial infrastructure**

Murang'a Urban Area is served with a network of commercial banks and Sacco's which makes it a financial hub. These banks include Equity Bank, Barclays Bank, ABSA, National Bank of Kenya, Standard Chartered, Co-operative bank, KCB, Family bank, KWFT, and a network of

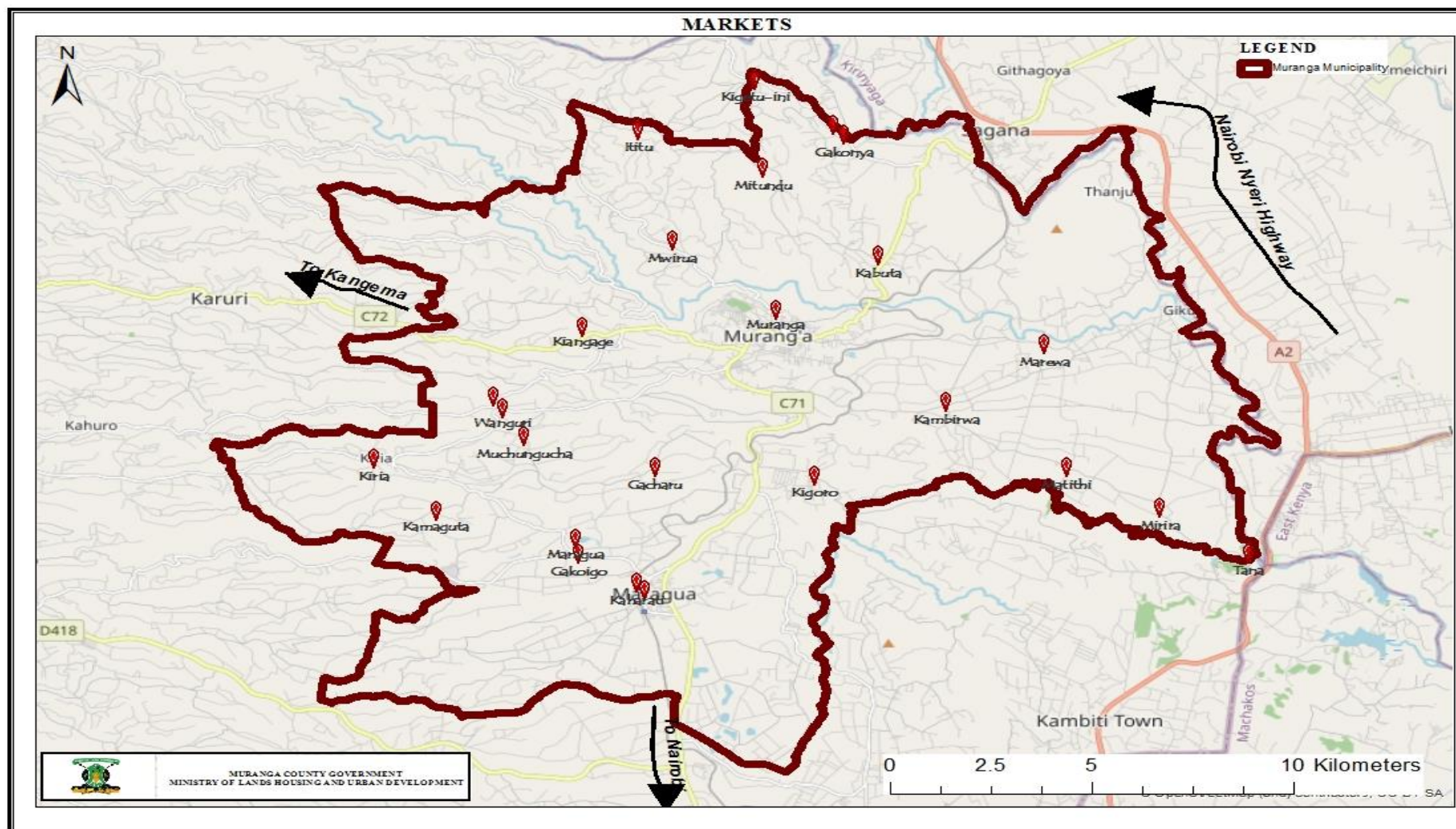
### **3.6.9. Abattoirs, Slaughter Houses and Slaughter Slabs**

Abattoirs, slaughter houses and slaughter slabs within the Municipality are controlled by the department of Public Health. The facilities are normally situated away from the general public to prevent objectionable odours, smoke & dust. This also facilitates provision of adequate dust-proof access-ways and making them completely separated from any other buildings used for industrial, commercial, agricultural, residential or other purposes. The Municipality has 3 slaughter houses namely Kayahwe, Muchungucha and Kibau and 4 slaughter slabs including Gikandu, Kiria, Kambirwa and Maragua

### **3.6.10. Satellite Towns and Markets**

The Municipality is served by a number of satellite towns and markets. While Trade department is responsible for market infrastructure, management of markets is majorly done by the department of public health and sanitation. Major activities undertaken include waste management and provision of public lavatories. The revenue section of finance department is mandated to collect revenue as per the latest County Finance Act. Markets within the Municipality are managed by market committees with the traders electing the committee members amongst themselves. The committees act as a management link between the traders and the Municipality. Map 3.6. gives the distribution of markets and towns within the Municipality.

Map 3.6: Distribution of Markets within the Municipality



Source: Boundary Survey, 2020



Hawking provides an avenue for many livelihoods within the Municipality. It provides employment to many residents and also play a significant role in the urban life of middle lower class. There is need to integrate hawking as a means of employment with the urban planning framework by setting up adequate and accessible open-air markets and vending avenues within streets. This will expand revenue generation and add to the Municipal revenue base.

**Figure 3.8: Small Scale Traders along Manyeki Road**



**Source: Boundary Survey, 2021**

### **3.6.11. Religious facilities**

Murang'a Municipality is pre-dominantly Christian. Other religions practiced include Islam and traditional indigenous. Religious facilities within the Municipality include religious worship spaces, educational spaces, and associated administration spaces. These facilities collectively express the reverence, peace, and sacred atmosphere of religious worship within the Municipality. Because of their multi-faith use, most of these facilities are religiously neutral and accessible to all Municipality residents. The dominant Christian churches within the Municipality include Catholic, ACK, AIC, PEFA, PCEA, Deliverance, Redeemed Gospel, Full Gospel among other many churches.



## **4. STRATEGIC PRIORITIES, STRATEGIES AND PROGRAMMES**

### **4.1. Introduction**

Abstracting the Success and prosperity of urban areas implies well thought-out strategies for wealth creation, thriving conditions, wellbeing and good fortune. This calls to critical evaluation of what indicates a prosperous urban jurisdiction. First, a progressive urban jurisdiction should be productive and have an economy capable of contributing to growth, generating income, and providing employment. This enables its inhabitants to earn a decent income and to enjoy a certain standard of living.

Urban areas by virtue of their unique characteristics manifests the ‘face’ and is crucial for a County and national development. Most of a country’s wealth is created in its urban areas, hence the maxim that: urban areas are the engines of economic growth and development.

Urbanization is intensifying, requiring the need to generate sufficient economic growth to provide jobs for the rapidly growing labour force. Second, urban areas need infrastructure, including adequate water, sanitation, power supply, roads, information and communications technology to sustain urban living and productivity. The implication being that the prosperity of cities will depend, not only the extent to which infrastructure is adequately provided, upgraded and maintained, but also on the equality of access by urban citizens.

Provision of adequate infrastructure and the necessary social services – education, health, recreation, safety and security improve the quality of life of urban citizens and enable realization of full-potential intellectual capacity development and ability to lead full, productive, healthy, and fulfilling lives. In this regard, quality of life within urban areas is viewed from the perceptive of access to public spaces and enhanced safety and security. In its pursuit of distributed development, Murang’a Municipality

seeks to enhance gender equality, protect the rights of minority and vulnerable groups, and ensure civic participation by all in the social, political and cultural spheres. The attainment of its goals is premised in the medium-term 5 development dimensions regarded as the spokes of the wheel of the Municipal prosperity and include;

- i. Equity and social inclusion;
- ii. Infrastructure development;
- iii. Productivity;
- iv. Quality of life; and
- v. Environmental sustainability

## **4.2. Municipality Vision, Mission and Goals**

### **4.2.1. Municipal Vision**

A model vibrant municipality

### **4.2.2. Municipal Mission**

To provide a sustainable and efficient Municipal service for holistic social and economic growth

### **4.2.3. Municipal Goals**

- i To improve Municipal governance, administration and environment management
- ii To ensure sustained order condition and public safety
- iii To improve local infrastructure and community services
- iv To provide effective and efficient services

### 4.3. Strategic Priorities and Strategies

In order to realize its broad objective of a model vibrant Municipality, the Murang'a Municipality will prioritize the following specific strategies

#### 4.3.1. Development Control

##### **Strategy 1: Enhance town planning and development control**

- a) Prepare part development plans for satellite towns
- b) Formulate development control bill
- c) Fast track formulation and approval of Integrated Strategic Development Plan for Murang'a Municipality reviewed boundary
- d) Establish affordable housing scheme through PPP
- e) Improve government houses under the management of the Municipality

#### 4.3.2. Revenue Enhancement and Management

##### **Strategy 1: Establish prudent and sound revenue management and financial systems**

- a) Map all revenue streams
- b) Fully automate revenue collection
- c) Train staff on revenue management, best practices in financial management
- d) Institutionalize public participation in the budget process
- e) Fast track approval of Municipal by-laws
- f) Complete the valuation roll to guide rating and property valuation

#### 4.3.3. Environment Protection and Conservation

##### **Strategy 1: Provide sustainable, efficient and effective solid waste management services**

- a) Fully implement the Municipality waste management policy
- b) Establish proper waste transportation system
- c) Rehabilitate/improve the Karii dumpsite to a Transfer Station as identified in the integrated waste management plan for transfer to Mitumbiri.

- d) Encourage waste separation at source, reduce, recycling, and re-use
- e) Privatize waste collection in order to increase waste collection coverage and frequency.
- f) Enhance capacity of waste management department to improve waste collection systems, supplying it with appropriate easy to service equipment and recruiting requisite qualified personnel.
- g) Install street bins in appropriate locations in town.
- h) Encourage Public Private Partnership in solid waste management.
- i) Designate neighbourhoods' solid waste transfer stations.
- j) Involve public and private developers and businesses in clean-up activities as an effective way in solid waste management.
- k) Identify and designate land for waste drop-off within the Municipality satellite towns
- l) Designate waste collection sites within the Municipality and within the satellite towns
- m) Promote waste collection by registered neighbourhood associations within the Municipality with youth associations given prominence

**Strategy 2: Provide sustainable, efficient and effective liquid waste management services**

- a) Construct/maintain storm water drains along all roads within the Municipality.
- b) Partner with MUWASCO to develop and extend the sewer reticulation to cover the entire Municipality.
- c) Advocate for and enforce fencing of the shallow wells to protect them from pollution.

**Strategy 3: Enhance environment and social safeguards protection within the Municipality**

- a) Increase inspection and licensing of quarries within the Municipality
- b) Institutionalize Grievance Redress Mechanism

- c) Institutionalize and enforce OSHA standards
- d) Undertake ESSIA and NEMA certification before initiating any project
- e) Enforce NEMA, WaRMA and other environment regulations

#### **Strategy 4: Enhance landscaping, beautification and greening**

- a) Integrate street furniture along the town streets
- b) Control illegal structures and building materials
- c) Enhance greenery and town beautification

#### **4.3.4. Service Infrastructure**

##### **Strategy 1: Provide robust transport, drainage and sanitation service infrastructure**

- a) Upgrade Municipal roads to bitumen/cabro standards
- b) Pave and continuously maintain town access roads
- c) Integrate drainage systems with road networks
- d) Integrate NMT with road networks
- e) Upgrade bus parks, streets and walkways
- f) Increase provision of parking spaces
- g) Provide street furniture within towns
- h) Increase streetlighting
- i) Improve pavements and drainage systems
- j) Improve/upgrade mortuaries/funeral homes

##### **Strategy 2: Safeguard against encroachment and damage to service infrastructure**

- a) Complete formulation and approval of physical development by-laws
- b) Enhance maintenance of established service infrastructure

##### **Strategy 3: Enhance accessibility and town aesthetics**

- a) Designate and provide for motorcycle parking
- b) Improve street naming and addressing
- c) Sensitize developers as part of development plan approvals on need to observe adequate road reserves and building lines
- d) Expand existing bus parks to accommodate more vehicles

#### **Strategy 4: Enhance provision of domestic water within the Municipality**

- a) Partner with MUWASCO and other development partners to ensure 100% households water connections
- b) Promote water harvesting at the household and institutional levels

#### **4.3.5. Local Economic Development**

##### **Strategy 1: Develop markets to promote local economic development**

- a) Upgrade Kayole, Marigiti and Mukuyu markets to modern markets to accommodate more traders.
- b) Establish theme-based markets in specific streets during selected days
- c) Pave and reorganize spaces and activities within markets in satellite towns
- d) Provide support infrastructure in markets including piped water, public conveniences as well as solid waste management
- e) Improve access roads and accessibility within market places
- f) Establish/improve livestock markets and abattoirs
- g) Develop jua-kali sheds to increase and formalize the jua-kali activities

##### **Strategy 2: Promote hinterland/urban agriculture**

- a) Establish horticultural grading sheds as part of the modern storey markets
- b) Through PPP, promote use of appropriate modern agricultural technologies that are suitable for intensive farming

##### **Strategy 3: Integrate recreational and cultural services to enhance local tourism**

- a) Construct Agikuyu Cultural and Heritage centre (Opposite Murang'a University) containing a library, exhibition hall for kikuyu cultural artefacts, a hero's corner and a 2000-seater hall
- b) Zone and develop Migingo area as an urban park
- c) Develop the 50 Ha urban park designated

#### **4.3.6. Public Health and Sanitation**

**Strategy 1:** Enhance integrated disease surveillance, improve food and water quality control services and promote community health

- a) Establish community health units
- b) Engage community health volunteers
- c) Train community health volunteers
- d) Establish community-based health information
- e) Sensitize staff on priority disease surveillance areas
- f) Upgrade/improve mortuaries, funeral homes
- g) Manage and maintain cemeteries
- h) Increase inspection and licensing of food establishments
- i) Enforce food safety laws and prosecute offenders

**Strategy 2: Improve sanitation standards within the town CBDs**

- a) Construct toilets within commercial areas
- b) Conduct regular public cleaning campaigns
- c) Enhance waste recycling techniques

#### **4.3.7. Social Amenities and Facilities**

**Strategy 1:** Provide and maintain recreational, educational and social facilities within the Municipality

- a) Maintain and protect social recreational parks and open spaces within the Municipality
- b) Improve/upgrade social halls within the Municipality
- c) Beautify social parks and open spaces within the Municipality
- d) Improve/upgrade education facilities

**Strategy 2: Establish/improve social parks**

- a) Establish a leisure park at Migingo – opposite Municipality offices
- b)

### **Strategy 3: Improve basic and vocational education standards**

- a) Redevelop existing dilapidated ECDE centres
- b) Sufficiently equip and staff the existing ECDE Centres and VTCs
- c) Upgrade existing polytechnics and technical training institutions
- d) Establish framework for participation of private sector in the provision of tertiary education
- e) Enhance supervision and inspection to ensure proper management in basic and tertiary institutions

#### **4.3.8. Institutional Capacity and Public Participation**

##### **Strategy 1: Institutionalize capacity and quality public services**

- a) Employ sufficient technical staff in the various sections within the Municipality
- b) Capacity build/train staff
- c) Fast track the review and approval of Municipal organizational structure
- d) Institutionalize quarterly public participation fora and mechanisms for integrating public participation fora submissions
- e) Provide adequate office space and accompanying infrastructure including internet access
- f) Provide adequate transport logistics for revenue collection, development control and enforcement
- g) Substantially appoint seconded staff to the respective positions based on the organizational structure in consultation with the County Public Service Board
- h) Provide sufficient office working space for the Municipal staff

##### **Strategy 2: Provide platform for democratic participation of residents in the matters of the Municipality**

- a) Institutionalize public participation
- b) Map municipal stakeholders for active engagement
- c) Develop framework for public private partnership



- d) Train staff on public participatory processes, community score cards and report writing

**Strategy 3:** Provide framework for evidence-based budgeting and decision making

- a) Timely preparation, submission and approval of Municipal Integrated Development Plan (IDeP), Strategic Plan, Municipal budget and other Municipal policy documents
- b) Establish municipal database/fact sheet
- c) Map municipal revenue sources/streams with projections
- d) Institutionalize public participation on strategic planning and budget process
- e) Train staff on public budget process
- f) Institutionalize framework for monitoring and evaluation, data dissemination and feedback

#### 4.4. Programmes, Sub Programmes and Planned Targets

**Table 4.1: Programmes and Planned Targets for the Period 2023-2027**

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				Year1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
4.4.1. Admin, Public Service, Finance, IT and Economic Planning Directorate														
Programme 1: General administration, Planning and Support Services														
Objective: To enhance administration and service delivery within the Municipality														
Outcome: Enhanced service delivery infrastructure and coordination														
Administration Services	Vehicles procured	No. of Vehicles procured		2	12M	1	6M	-	-	-	-	-	-	18M
	Public Fora convened	No. of public fora convened		4	0.8M	4	0.8 M	4	0.8 M	4	0.8M	4	0.8 M	4M
	Office equipment procured	No. of assorted office equipment procured		100	20M	100	20M	100	20M	100	20M	100	20M	100M
	Renovated/ improved offices	No. of office units renovated		5	10M	5	10M	5	10M	5	10M	5	10M	50M
Personnel Services	Renumarated Staff	No. of staff in the payroll system		300	52M	310	54M	315	56M	350	58M	350	60M	280M
	New staff recruited	No. of new staff recruited		10	5M	5	3M	5	3M	5	3M	5	3M	17M
Programme 2: Financial Management and Reporting														
Objective: Establish efficient, prudent and sound financial systems														
Outcome: Prudent, sound and accountable financial systems														
Budget Management	Budget process public participation fora	No. of budget public fora held		1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1.25M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				Year1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	Quarterly Financial and non-financial reports	No. of quarterly financial reports prepared		1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1.25M
Resource mobilization and revenue	Operational automated revenue system	Revenue system operational		1	25M	0	0	0	0	0	0	0	0	25M
	Mapped revenue sources/ projections	Copy of mapped revenue sources		0	0	1	1M	0	0	0	0	0	0	1M
	Approved Municipal By-laws	Copy of approved Municipal by-laws		1	4M	0	0	0	0	0	0	0	0	4M
Programme 3: Performance Management														
Objective: Institutionalize capacity and quality public services														
Envisaged Outcome: Increased community satisfaction in Municipal services														
Performance Management	Trained staff	No. of staff trained disaggregated by section and gender		50	5M	50	5M	50	5.5 M	50	5.5M	50	6M	27M
	Approved Municipal organizational structure	Copy of approved Municipal organizational structure in place		1	3M	0	0	0	0	0	0	0	0	3M
	Twinning/Exchange programme/ Peer Learning	No. of twinning, exchange programmes/ peer learning		4	5M	4	5M	4	5M	4	5M	4	5M	25M
Programme 4: Economic Policy formulation, planning and reporting														
Objective: Provide framework for evidence-based budgeting and decision making														

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				Year1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Outcome: Community based project identification and prioritization														
Policy formulation, planning and reporting	Approved Municipal Integrated Development Plan	Copy of approved Municipal Integrated Development Plan (IDeP)		1	2.5M	0	0	0	0	0	0	0	0	2.5M
	Approved Municipal Annual Strategic Plan	Copy of approved Municipal Annual Strategic Plan		1	0.4M	1	0.4 M	1	0.4 M	1	0.4M	1	0.4 M	2M
	Municipal budget estimates	Copy of municipal budget estimate		1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1	0.25 M	1.25M
	Municipal handbook of indicators	Copy of Municipal handbook of indicators		0	0	1	1M	0	0	0	0	0	0	1M
	Quarterly Project Implementation reports	No. of quarterly project implementation reports		4	0.2M	4	0.2 M	4	0.2 M	4	0.2M	4	0.2 M	1M
Programme 5: Information Communication Technology (ICT)														
Objective: Improve connectivity within the Municipality through use of ICT														
Outcome: Improved communication framework														
Information communication technology	Operational LAN/WAN	No. of offices connected with WAN/LAN		15	1M	0	0	0	0	0	0	0	0	1M
4.4.2. Works, Infrastructure, housing and Urban Planning														
Programme 1: Urban development programme														
Objective: Sustainably manage urban institutional and infrastructure services														
Outcome: Quality urban institutional and infrastructure services														

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				Year1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Urban Development	Established urban institutions	No. of new municipalities gazetted and operational		2	15M	0	0	0	0	0	0	0	0	15M
		No. of town administrations gazetted and operational		2	5M	2	5.5 M	2	6.5 M	0	0	0	0	17M
	Bitumen standard urban roads/ streets	Kms of urban roads/streets upgraded to bitumen standards		2.5	50M	2.5	50M	2.5	50M	2.5	50M	2.5	50M	250M
	Proper drainage system	Kms of drainage system maintained		5	3M	5	3M	5	3M	5	3M	5	10M	15M
	Bitumen/ Cabro standard walkways	Kms of walkways upgraded to bitumen/cabro standards		2.5	2M	2.5	2M	2.5	2M	2.5	2M	2.5	2M	10M
	Improved/ upgraded bus parks	No. of bus parks upgraded/ improved		0	0	1	10M	1	10M	1	10M	0	0	30M
	Renovated/ improved Municipal houses	No. of house units renovated			10M	5	10M	5	10M	5	10M	5	10M	50M
	Constructed/ upgraded markets	No. of markets developed		2	40M	2	40M	2	40M	2	40M	2	40M	200M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				Year1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	Renovated/ improved/ Extended Municipal Market Stalls and Lockups	No. of Market Stalls and Lockups Renovated/ improved/ Extended			10M	5	10M	5	10M	5	10M	5	10M	50M
	Upgraded/Improv ed Municipal Stadia	No. of Municipal stadia upgraded		3	7.5M	3	7.5 M	3	7.5 M	3	7.5M	3	7.5 M	37.5M
Urban Planning	Approved zonal plans	No. of zonal plans prepared and approved		1	0.5M	1	0.5 M	1	0.5 M	1	0.5M	1	0.5 M	2.5M
	Valuation Roll	Complete valuation roll		0	0	1	3M	0	0	0	0	0	0	3M
	Affordable housing (informal settlement upgrading through PPP)	No. of complete units of affordable housing		0	0	5	500 M	-	-	-	-	5	500 M	1B
	ISUDP for Murang’a Municipality reviewed boundary	Approved Murang’a ISUDP		0	0	0	0	1	6m	0	0	0	0	6M

#### 4.4.3. Legal, Education, Social Services and Partnerships

##### Programme 1: Social infrastructure and welfare

**Objective: Provide conducive environment for ECDE Learning within the Municipality**

**Outcome: Increased enrolment and transition in ECDE**

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				Year1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
ECDE Management and Coordination	Improved/ upgraded childcare facilities	No. of ECDE facilities improved/ upgraded		0	0	1	0.8 M	1	0.8 M	1	0.8M	1	0.8 M	4M
	Complete ECDE classrooms	No. of new ECDE classrooms constructed		0	0	0	0	2	1.6 M	2	1.6M	2	1.6 M	4.8M
Youth polytechnic management and coordination	Improved/ upgraded youth polytechnics	No. of youth polytechnic facilities improved/ upgraded		0	0	1	1M	0	0	1	1M	0	0	2M
	Assorted tools and equipment	No. of assorted tools and equipment procured		0	0	0	0	0	0	1	3M	1	3M	6M
Social infrastructure	Maintained Municipal social halls	No. of social halls maintained		3	0.3M	3	0.3 M	3	0.3 M	3	0.3M	3	0.3 M	0.9M
	Operational PWD centre	No. of PWD centres constructed		0	0	0	0	0	0	1	2.5M	1	2.5 M	5M
	Equipped children’s homes	No. of children’s homes equipped		0	0	0	0	2	1M	0	0	2	1M	2M
4.4.4. Health, Sanitation, Water and Environment														
Programme 1: Solid waste Management														
Objective: Sustainably collect, segregate and dump over 90% of the solid waste produced within the Municipality														
Outcome: Safe, secure, clean and liveable urban environment														
Solid waste management	Litter bins procured	No. of litter bins procured		100	2M	150	2.5 M	150	2.5 M	150	2.5M	100	2M	11.5M
	PPEs procured	No. of PPEs procured		500	0.5M	0	0	0	0	0	0	500	0.5 M	1M

Sub Programme	Key Output	KPI	Linkage to SDG Targets	Planned Targets										Total Budget (Kshs M)
				Year1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
	Boots and other gears procured	No. of boots/gears procured		100	0.05 M	100	0.05 M	100	0.05 M	100	0.05 M	100	0.05 M	0.25M
	Maintained dump sites	Karii dump site maintained		1	4M	1	4M	1	4M	1	4M	1	4M	20M
	Maintained waste collection sites	No. of waste collection sites maintained		30	1M	30	1M	30	1M	30	1M	30	1M	5M
	Skip truck with skip purchased	No. of skip trucks with skip procured		2	20M	0	0	0	0	2	20M	0	0	40M
	Programme 2: Public health services													
Objective: To enhance public health service provision and infrastructure														
Outcome: Healthy and wealthy communities														
Public health services	Trained CHVs	No. of CHVs trained		50	1M	50	1M	50	1M	50	1M	50	1M	5M
	Trained public health officers	No. of PHOs trained		10	0.5M	10	0.5 M	10	0.5 M	10	0.5M	10	0.5 M	2.5M
	Mortuaries/ funeral homes upgraded	No. of funeral homes/ mortuaries upgraded		1	5M	0	0	0	0	1	5M	0	0	10M
Programme 3: Urban Renewal														
Objective: To improve town ambience through enforcing regulations to improving built environment														
Outcome: Healthy and wealthy communities														
Urban Renewal	Town face-lift	No. of urban houses renovated/ painted		-	0.2M	-	0.2 M	-	0.2 M	-	0.2M	-	0.2 M	1M



## 5. INSTITUTIONAL FRAMEWORK

### 5.1. Introduction

The institutional framework for implementation of Municipal functions is anchored on structure as stipulated in the County Governments Act, 2012 and Urban Areas and Cities (Amendment) Act 2019. The framework provides a link with the County Government and national government for the purpose of implementing Municipal functions as contained in the plan. The semi-autonomous Municipality works harmoniously with other departments of the County government for successful implementation of the plan.

### 5.2. Municipality Establishment

Murang'a Municipality is one of the pioneer 59 Municipalities in Kenya created pursuant to section 9(3) of the Urban Areas and Cities Act. The Municipality was awarded a charter vide the Kenya gazette supplement No. 11 dated 6<sup>th</sup> December, 2018 and functions transferred vide the gazette notice No. 10189 of 5<sup>th</sup> August 2019.

#### 5.2.1. Objects of the Municipality

- a) Provide for efficient and accountable management of the affairs of the Municipality.
- b) Provide for a governance mechanism that enable the inhabitants of the Municipality to:
- c) Participate in determining the social services and regulatory framework which will best satisfy their needs and expectations.
- d) Verify whether public resources and authority are utilized or exercised, as the case may be, to their satisfaction.
- e) Enjoy efficiency in service delivery.
- f) Pursue the developmental opportunities which are available in the Municipality and to institute such measures as are necessary for achieving

public order and the provisions of civic amenities, so as to enhance the quality of life of the inhabitants of the Municipality.

- g) Provide a high standard of social services in a cost-effective manner to the inhabitants of the Municipality.
- h) Promote social cohesiveness and a sense of civic duty and responsibility among the inhabitants and stakeholders in the Municipality in order to facilitate collective action and commitment towards achieving the goal of a harmonious and stable community.
- i) Providing for services, regulations and other matters for Municipality's benefit.
- j) Fostering the economic, social and environmental well-being of its community.

### **5.2.2. Functions of the Municipality**

The functions of the Municipality based on the Charter and gazetted delegated functions include;

- (a) Promotion, regulation and provision of refuse collection and solid waste management services;
- (b) Promotion and provision of water and sanitation services and infrastructure (in areas within the Municipality not served by the Water and Sanitation Provider);
- (c) Construction and maintenance of municipal roads and associated infrastructure;
- (d) Construction and maintenance of storm drainage and flood controls;
- (e) Construction and maintenance of walkways and other non-motorized transport infrastructure;
- (f) Construction and maintenance of recreational parks and green spaces;
- (g) Construction and maintenance of street lighting;
- (h) Construction, maintenance and regulation of traffic controls and parking facilities;
- (i) Construction and maintenance of bus stands and taxi stands;
- (j) Regulation of outdoor advertising;
- (k) Construction, maintenance and regulation of municipal markets and abattoirs;

- (l) Construction and maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- (m) Promotion, regulation and provision of municipal sports and cultural activities;
- (n) Promotion, regulation and provision of animal control and welfare;
- (o) Development and enforcement of municipal plans and development controls;
- (p) Municipal administration services (including construction and maintenance of administrative offices);
- (q) Any other functions as may be delegated by the County Executive Committee.

### **5.2.3. Municipality Board**

The Board of Murang'a Municipality was duly established vide the gazette notice No. 459 dated 18<sup>th</sup> January 2019 and 9 members of the Board appointed pursuant to section 14 of the Urban Areas and Cities (Amendment) Act. Pursuant to Section 14(2) of the Urban Areas and Cities Act, the Municipality is composed of 9 Members.

#### **5.2.3.1. Powers of the Board**

- Exercise executive authority as delegated by the County Executive Committee of the County government of Murang'a;
- Ensure provision of services to its residents;
- Impose such fees, levies and charges as may be authorized by the County Government for delivery of services by the Municipality;
- Promote constitutional values and principles;
- Ensure the implementation and compliance with policies formulated by both the National and County Government;
- Make By-laws or make recommendations for issues to be included in By-laws;
- Ensure participation of the residents in decision making, its activities and programmes; and
- Exercise such other powers as may be delegated by the County Executive Committee of the County Government of Murang'a in written form.

### **5.2.3.2. Functions of the Board**

- a) Oversee the affairs of the Municipality;
- b) Develop or adopt policies, plans, strategies and programmes and set targets for service delivery with approval of the county assembly;
- c) Formulate and implement an integrated development plan;
- d) Control land, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centers, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the Municipality as delegated by the County Government of Murang'a;
- e) Promoting and undertaking infrastructural development and services within Municipality as delegated by the County Government of Murang'a;
- f) Developing and managing schemes, including site development in collaboration with the relevant national and county agencies;
- g) Maintaining a comprehensive database and information system of the administration;
- h) Administering and regulating its internal affairs;
- i) Implementing applicable national and county legislation;
- j) With approval of county executive, entering into contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions
- k) Monitoring and, where appropriate, regulating municipal services where those services are provided by service providers other than the Board of the Municipality;
- l) Preparing and submitting its annual budget estimates to the County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
- m) Collecting rates, taxes levies, duties, fees and surcharges on fees as delegated by the County Government of Murang'a;
- n) Settling and implementing tariff, rates and tax and debt collection policies as delegated by the County Government of Murang'a;

- o) Monitoring the impact and effectiveness of any services, policies, programs or plans;
- p) Establishing, implementing and monitoring performance management systems;
- q) Promoting a safe and healthy environment;
- r) Facilitating and regulating public transport
- s) Submitting quarterly/annual reports to the county executive committee
- t) Performing such other functions as delegated by the County Government of Murang'a;

**Table 5.1: Role of Stakeholders in Municipality Management**

<b>Agency</b>	<b>Description</b>	<b>Role</b>
County Executive Committee	Governor, Deputy Governor and County Executive Committee Members	<ul style="list-style-type: none"> <li>- Overall leadership in the county's economic, social and political governance and development;</li> <li>- Policies direction;</li> </ul>
CECM - Lands, Physical Planning and Urban Development	County Executive Committee Member responsible for County Urban Development	<ul style="list-style-type: none"> <li>- Member of the Municipal Board</li> <li>- Policy direction</li> </ul>
The Municipality Board	Composed of 3 members from professional organizations appointed by the Governor, 4 members representing registered neighborhood associations, The CECM and Chief Officer in charge of Urban Development, and the Municipal Manager	<ul style="list-style-type: none"> <li>- Oversee the affairs of the Municipality</li> <li>- Develop/adopt policies</li> </ul>
Municipal Manager	The head of the Municipality staff and ex-officio member of the Municipality Board	<ul style="list-style-type: none"> <li>- Supervise Municipality staff</li> <li>- Secretary to the Municipality Board</li> </ul>

County PSB	Members of the County Public Service Board and the CEO	<ul style="list-style-type: none"> <li>- Establishing and abolishing offices</li> <li>- Appointment of persons to hold created offices</li> <li>- Development of coherent human resource</li> </ul>
County Assembly	The Members of the County Assembly, Speaker and the Clerk	<ul style="list-style-type: none"> <li>- Vetting and approving nominees to offices</li> <li>- Approve development plans and policies</li> <li>- Approving budget</li> </ul>
Municipal Staff	Civil servants appointed by the County Public Service Board	<ul style="list-style-type: none"> <li>- Work under the Municipal Board in different directorates</li> <li>- Implement the Municipal Integrated Development Plan (IDeP), CIDP and other Municipality policies and plans</li> </ul>
National Government	National government including offices at the Count level	<ul style="list-style-type: none"> <li>- Synergize efforts to achieve the vision of the County and Country</li> </ul>
Other Stakeholders	State and non-state actors in the development of the Municipality	<ul style="list-style-type: none"> <li>- Synergy in Municipal development</li> <li>- Programme/project prioritization</li> </ul>

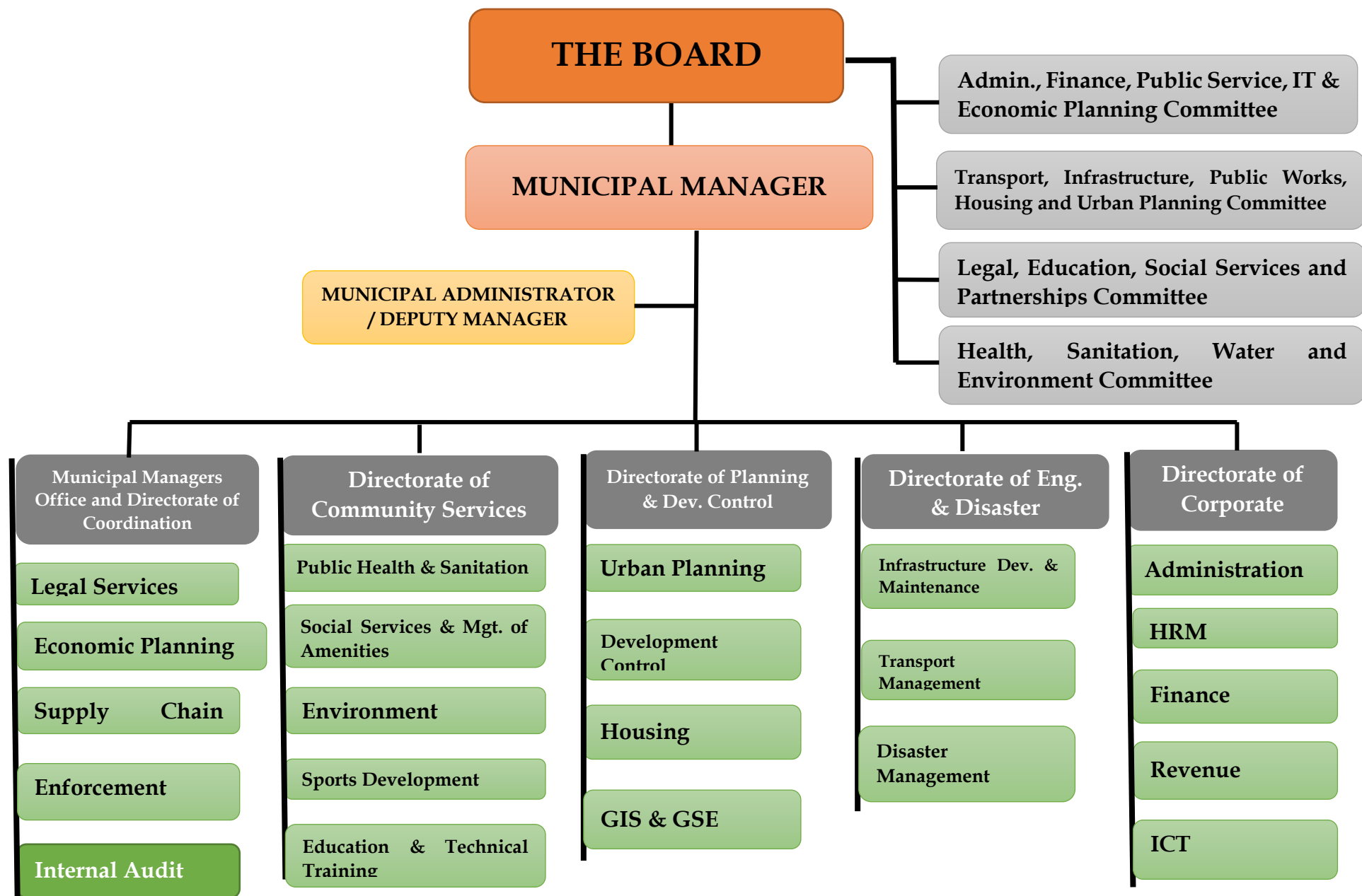


Figure 5.1. Municipal Organogram

## 6. MONITORING AND EVALUATION FRAMEWORK

### 6.1. Overview

Feedback mechanism forms an integral part during the implementation of projects and programmes. It tracks and assesses whether the achievement of planned activities, targets, projects, and programmes are on course. More importantly, it documents challenges encountered, determines emerging issues as well as lessons learnt to inform subsequent decision making.

### 6.2. Monitoring, Evaluation, Reporting

Monitoring and evaluation of the IDeP will seek to achieve the following:

- a) Facilitate Informed Decision-making: This will provide valuable insights into how the programmes are being implemented, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost – effectiveness and potentially productive directions for the future.
- b) Assess Value for Money: This will entail measuring and judging the impact of the programmes in relation to the planned outputs, outcomes and impacts.
- c) Accountability: Programmes’ planning accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in the Sector – the citizens.
- d) Learning Process: This will seek to maximize on citizens’ participation. This evaluation will be a human centered assessment of the extent of citizens’ participation, how well participation is doing and what is effect of the programme on the citizens. This is guided by the notion that to live is to learn, and to neglect lessons from life experience is to waste the life itself.

The methodology and approach of data collection and analysis will be guided by programmes and sub-programmes. The Municipal annual work plans will be the basis for outlining the milestones, deliverables as well as their respective due dates. The



standardized M&E templates developed by the Economic Planning section form the basic tool for tracking the implementation of projects, programmes and activities.

### **6.3. Dissemination and Feedback Mechanism**

To effectively disseminate, get feedback, and engage citizens in monitoring, evaluation and learning (MERL) processes, the following will be undertaken:

- a) Monthly Review Meetings at the directorate level will be scheduled to ensure implementation is on track;
- b) Quarterly Review Meetings for MELR will be scheduled to get and give feedback on the pertinent performance indicators;
- c) The overall oversight of the IDeP and its implementation shall remain the principal role of the Economic Planning section within the directorate of Coordination. Therefore, progress reporting will be an Agenda Item in all quarterly meetings;
- d) A Strategy Review Workshop for all directorate MELR champions will be held annually to evaluate the impact of operational plans at both operational and strategic levels.
- e) MELR will be an integral part of Departmental staff performance Management system and will be linked to annual staff appraisal

### **6.4. Citizen Engagement, Learning and Reporting**

The Constitution requires citizens to be supplied with information. Citizens will therefore be involved in the design, implementation and use of findings of M&E activities. Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. The reports shall be as follows:

- a) Monthly Reports
- b) Quarterly report
- c) Biannual
- d) Annual Report

## **6.5. Evaluation Plan**

Evaluation of the IDeP 2023-2027 will include Annual Performance Review at the end of each financial year. Further, there will be a midterm evaluation and review during the first half of the third financial year to assess the extent to which the planned targets are being met. The evaluation will also gauge the relevance and feasibility of the strategies and provide review opportunity for the remaining phase of the plan. The end term review will be carried out at the end of the plan period and will address effectiveness, efficiency, sustainability, challenges, lessons learnt, as well as mitigation measures.

## 7. ANNEXES

**Annex1: Murang'a Integrated Strategic Urban Development Plan (ISUDP)**

**Annex 2: Solid Waste Management Policy**

**Annex 3: Municipality Organization Structure**